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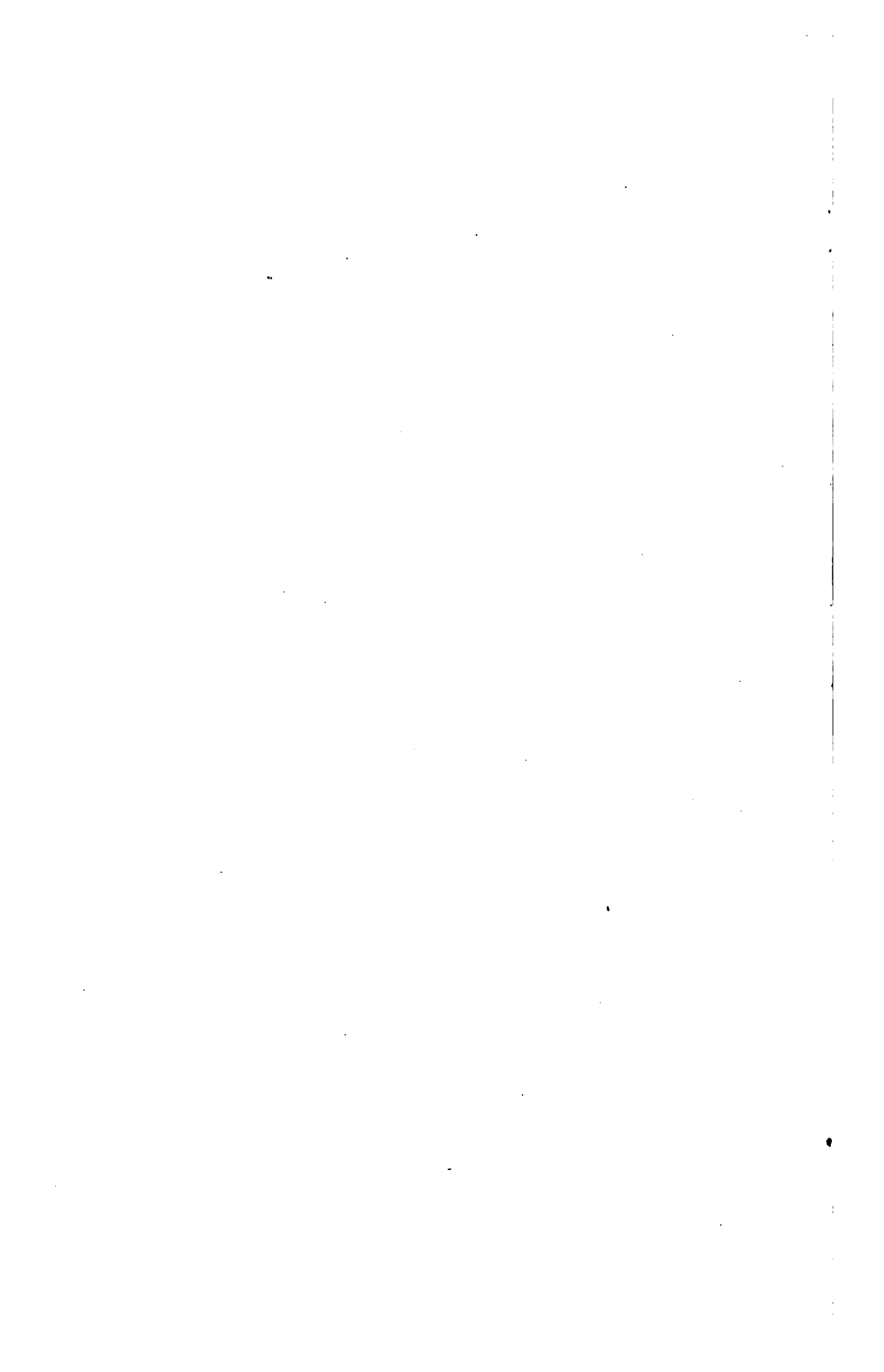


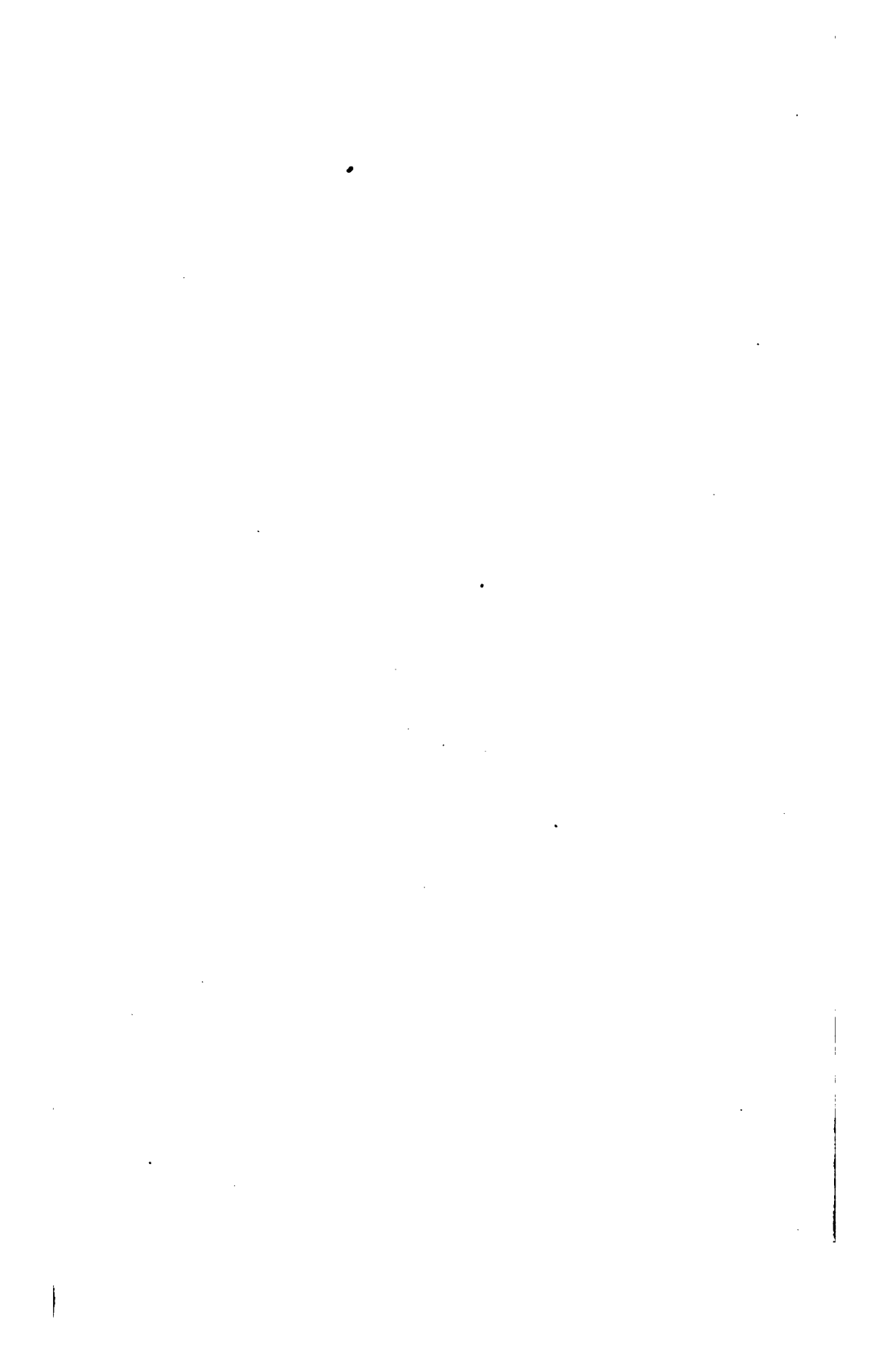
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How long, Empress?

Sept. 6, 1910.

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**HOUSING OF THE WORKING PEOPLE IN THE UNITED STATES
BY EMPLOYERS.**

Glossary by Wallace
BY G. W. W. HANGER.

One of the most important features in the industrial life of the last decade has been the rapid development on the part of both large and small employers of labor of a growing interest in the welfare of their employees. It has been recognized more and more fully that the establishing of cordial relations between employers and employees invariably results in a greater industrial efficiency on the part of the workman, and in a great measure obviates the costly and sometimes destructive industrial disturbances which have been so unfortunately frequent during the past twenty years. Interest and confidence on the one hand have developed in the workman a livelier and more intelligent regard for the welfare of the business of his employer, while on the other hand they have prompted a frank, rational, and more unselfish discussion of all the various causes which have been so productive of strikes and lockouts, and thus have frequently given rise to a spirit of mutual concession so necessary to an equitable and peaceful adjustment of these industrial disputes which have proved not only harmful to the business of the employer but injurious to the comfort and welfare of the employee.

These measures for the betterment of the condition of the workman have taken a great variety of forms, and have been directed not only to his improvement industrially and financially, but also in a physical, social, intellectual, moral, and domestic way. Special efforts in one or more of the above directions have been put forth from time to time by a rapidly increasing number of employers.

The establishing by employers of industrial schools has furnished workmen with a surer basis for the exercise of the knowledge gained by practical work in their various occupations and has given them the means of rising more rapidly in the industrial scale by the taking up of more skillful and more highly paid occupations, while the establishment of manual-training classes or schools has given the children of the workman the opportunity of gaining early in life not only a degree of knowledge of the simpler elements of mechanical work, but also a manual facility with various tools that better fits them for entrance into active work in the industrial world.

Of the various special means afforded the workman by the employer for direct financial betterment, one of the most important, perhaps, is that of sharing with him the profits of his business. This share of the workman usually takes the form of a cash dividend based on the amount of his wages and measured by the varying business prosperity of the establishment in which he is employed. The special interest of the workman in the business of his employer is sought in some instances by encouraging and assisting him in the purchase of stock in the establishment. In other instances his interest is enlisted and intensified by the offering of prizes for valuable suggestions relative to improvement in methods of work and in the means of production, while in still other instances rewards are given for faithful service or zeal and interest in the work of the establishment. Some employers have promoted the financial and material welfare of their employees by establishing or assisting in establishing building and kindred associations, by furnishing savings-bank facilities, etc.

The physical condition of employees has likewise been considered by many employers, and its improvement encouraged by the forming of recreation clubs of many kinds among their employees. Gymnasiums have been built and instructors in physical culture and calisthenics provided. In many factories excellent bathing facilities are now found where formerly no adequate provision was made, and quite generally it is found that greatly improved sanitary appliances of various kinds have replaced the conditions of a decade ago. The furnishing of hot lunches and even dinners to employees at a nominal price is a feature of very many establishments, while the provisions for caring for the sick and disabled are most complete in some industrial concerns. Free sick and accident insurance are sometimes given, while in other cases free medical attendance and hospital facilities are provided. The encouragement by employers of the formation of beneficial organizations of employees has also resulted in increased comfort in sickness and accidents, while the actual contribution by the employer of the whole or a part of the wages of the disabled employee is the practice in some establishments. In enumerating some of the means taken for the betterment of the physical condition of employees, reference should also be made to the gradual shortening of the hours of labor in very many establishments, thus giving greater opportunity for the enjoyment of recreations which tend toward health and contentment.

Nothing has perhaps contributed more to the cordial relations existing between the employer and employees in some establishments than the efforts made by the former to promote the social welfare of his working people. In many cases more or less elaborate halls and meeting places have been provided where employees are welcomed and entertained in a variety of ways. Concerts, musical entertainments,

lectures, etc., are given, while in many cases social, musical, and other clubs of employees contribute the entertainment. Dances and other social gatherings are frequent, while provision is also made in very many instances for those who desire to engage in billiards, cards, and other games.

In many establishments provision is made also for the intellectual betterment of the employees. The efforts in this direction consist in educational classes and clubs, in free lectures, in free libraries, etc. Special encouragement is given in many cases, also, to the efforts made for the moral welfare of employees. Sunday schools are organized and general religious work aided in every possible way.

The effort to aid employees in the betterment of home conditions is a most important feature of the work of many establishments. Sewing, cooking, and housekeeping classes are organized and placed under the instruction of competent teachers. Landscape and kitchen gardening are encouraged, and in many cases instruction is given and seeds, plants, shrubs, etc., are furnished free to employees and their families, prizes being given for the best results of work in this field. Attention is also given to instruction in regard to the exterior and interior decoration of the home.

Among the most important of all the work done in this particular direction, perhaps, is the provision for improved and sanitary working and living conditions for employees. In the enumeration of the means of betterment put forth by employers it has been possible to give but a suggestion of the very many forms which this welfare movement has taken. Likewise, in planning for an exhibit which should illustrate this movement in the United States, it was seen to be quite impossible to consider more than a small proportion of the various means which have been employed to improve conditions. In view of the comparatively limited space which could be given to an exhibit of this character, it was deemed best to concentrate attention on some special form of the movement. The interest of the public in housing conditions in general, both in this country and abroad, marked as the subject for investigation and exhibit the housing of the working people in the United States by employers. Sixteen industrial establishments have very kindly contributed the photographs, plans, and information which serve as the basis for the exhibit itself and the brief description which follows. It is believed that the work of these establishments in the direction of furnishing and encouraging better housing conditions, so far as their employees are concerned, is thoroughly representative of the various forms which this particular effort has taken. It has not been possible to ascertain that other establishments in the United States have been engaged to any great extent in similar work, although every effort was made to cover the field as thoroughly as possible. To illustrate the housing work of these

establishments an exhibit was prepared consisting of 285 photographs and plans, and a part of these are reproduced herewith. The 16 establishments contributing to the exhibit are as follows:

American Waltham Watch Company, Waltham, Massachusetts.
Colorado Fuel and Iron Company, Pueblo, Colorado.
J. B. & J. M. Cornell Company, Coldspring, New York.
The Draper Company, Hopedale, Massachusetts.
Ludlow Manufacturing Associates (133 Essex street, Boston, Massachusetts), Ludlow, Massachusetts.
Maryland Steel Company, Sparrows Point, Maryland.
N. O. Nelson Company, St. Louis, Missouri.
Niagara Development Company, Niagara Falls, New York.
Peacedale Manufacturing Company, Peacedale, Rhode Island.
Pelzer Manufacturing Company, Pelzer, South Carolina.
Plymouth Cordage Company, North Plymouth, Massachusetts.
John B. Stetson Company, Philadelphia, Pennsylvania.
S. D. Warren & Co. (Cumberland Mills), Westbrook, Maine.
Westinghouse Airbrake Company, Wilmerding, Pennsylvania.

In a large proportion of these establishments it will be seen that houses were built for the special purpose of renting to employees at the lowest possible figure consistent with the cost of a modern sanitary dwelling; in some establishments, on the other hand, the purpose was to build houses for sale to employees practically at cost and on easy terms. In one of the establishments no houses were built, but a large boarding house was provided for the accommodation of its unmarried female employees, of which there was a large number. In another establishment which did not build houses the encouragement of better housing conditions consisted in the organization of a building and loan association among its employees and the free distribution of stock of this association to certain employees as a reward for efficiency and zeal in their work. It will be seen also that the efforts looking to the betterment of conditions among the employees of these establishments were not confined to the particular subject of housing but extended in many other directions. These are briefly mentioned in connection with the descriptions which follow.

AMERICAN WALTHAM WATCH COMPANY, WALTHAM, MASSACHUSETTS.

Although this company does not at the present time give its attention to the building of dwellings for its employees, it has for many years maintained a large boarding house, erected for the accommodation of its unmarried female employees. The present structure is the result of additions made to a building erected by the company in 1865 for the purpose of providing comfortable housing facilities for such employees at the lowest possible cost.

The original building was $2\frac{1}{2}$ stories in height, but with the growth and development of the company's business and the intro-

duction of modern methods of manufacture, permitting the employment of a much larger proportion of female help than formerly, the need of making greater provision for the comfortable housing of that class of labor became apparent. To meet this need and also to insure against an unreasonable price for girls' board on the part of private boarding houses, the company greatly enlarged the old building, furnished it throughout, and fixed a price for board easily within the reach of all. The late John Swinton, of New York, whose reputation as a writer devoted to the interests of labor is well known, spent a week as the guest of this house in 1887, and the account furnished by him, supplemented by more recent data supplied by the company, has been freely drawn upon in the preparation of this description. The "Adams House," as it is called, is a roomy, four-story, wooden structure, with a wide piazza in front, and surrounded by well-kept and attractive grass plots. The sleeping rooms, of which there are at the present time 67, are plainly but comfortably furnished, well lighted, well ventilated, and heated by steam. The usual articles of furniture are a table, a washstand, a chest of drawers with looking-glass, an armchair, a rocker, and an ordinary chair, and a broad, comfortable bed. A small closet serves for keeping trunks and clothes, and on the walls, which are neatly papered, are a few pictures. Each of these rooms is occupied by two young women, who are expected to keep them in good condition and are encouraged to adorn them with engravings, books, growing flowers, etc. At the present time two near-by houses are leased to furnish additional dormitories for those who desire to board at the house, even though they are compelled to room outside.

The dining hall is capable of accommodating all the boarders at once. In all, meals are served to about 300 persons. To Mr. Swinton we are indebted for the following highly interesting description of this feature of the establishment:

I found the table supply to be varied and abundant, or rather superabundant. The bill of fare for the first day may be given here as a fair example of the daily table. The house bell was rung at 6 o'clock, and in half an hour we were all ready for breakfast, which, too, was ready for us. We had the best of beefsteak, with baked potatoes, boiled eggs, white and brown bread, biscuits, doughnuts and snaps, butter and condiments, coffee and tea. Clean table napkins were beside every plate. At a few minutes after 12 the great rush of the hungry damsels is repeated. For dinner we had soup, scalloped oysters, roast beef and mutton, boiled potatoes, celery and pickles, pudding and pie, with tea, coffee, and pitchers of milk. For supper we had cold meats, cheese, various kinds of bread, and "fixings," and again coffee, tea, or milk. Another day we had poultry at dinner; another morning we had country sausage, besides omelette and chops, as well as ham, for breakfast; another evening we had canned fruits for supper. At all

the meals throughout the week there were daily variations in the fare. As for the appetites, so far as a stranger could take notice of such a thing, they were somewhat amazing to a man who is unaccustomed to sitting down at table with such an array of Yankee girls.

The price of board and lodging in this establishment is fixed at \$3 per week, the company not wishing to profit from its management, but being satisfied to see only an equality of income and expense. Rate influences in a large degree the prices charged by keepers of other boarding houses in the city for female operatives.

There are two large parlors tastefully furnished which are open all hours to every boarder. A cheerful, homelike atmosphere pervades the house and no restraint is placed upon the freedom and movements of the inmates. As might be expected from the high class of wage-earners to which these young girls belong, the social life of the house is both animated and recreative. To quote Mr. Swinton again:

In the evening there were lively times all over the house. Beautiful girls were seen everywhere. They sang, they romped, they thrummed the piano, they played games, and a few took side-long glances at the visitor, who gazed with interest upon them. Some of them went out a-visiting or a-shopping. Some went to "sociables," public or private, some attended the grand and dress reception to invited guests in our big parlor, two or three more may have gone to prayer meeting, a half dozen struck into a walking match on the highway, some gathered in gossiping groups, while others, I was told, stayed in their rooms to stitch, or to read or write. Soon after 9 o'clock they began to retire, and by 10 all is quiet in the house, though the watchman is always there to answer the bell.

The entire business of the house is managed for the company by an experienced agent and his wife, who procure the supplies, hire the servants, superintend the kitchen, provide the table, and look after the general service.

There is also a boarding house for men, not maintained directly by the company, but at which the latter, in return for certain privileges granted, has the authority to prescribe the rates. These rates are \$4.50 per week each for two men occupying the same room. Married men are charged \$3 a week for their wives' board. At this house, as at the other, there are many persons who engage only table board, preferring to secure their lodging elsewhere. It should be understood that it is a privilege, not a requirement, for anyone to board at either of these houses. All employees are free to select such quarters as may suit them, either with the families of fellow-operatives or in other households of the city. The utmost freedom prevails in this respect. "The advantage that the company secures to the employees by the two big boarding houses under its supervision, direct and indirect, is that by this means the prices of board are established for the whole town, so far as concerns the watch-factory men and women, at as low rates as are consistent with good living and proper quarters." In the

early days of the company's existence many houses, mostly of modest proportions, but sufficiently ample for the demands of the times, were constructed and rented to the company's employees at very reasonable prices. The company at that time had a large amount of unoccupied land, much of which had been laid out in streets and building lots, on which the houses were erected. In that way, in connection with private enterprise, sufficient accommodations were provided for the families of employees. With the growth and development of the watch industry in Waltham the demand for houses increased, and the liberal wages paid enabled many employees to build homes for themselves, and on a scale of much greater expense than those originally built, the value of many of them, including the ground, ranging from \$2,000 to \$5,000. In this way practically all of the land owned by the company was sold and built upon. Nearly all of the houses erected by the company have since been purchased either by the occupants or by those desiring investment.

More than one-fourth of the married employees now own their homes, and the proportion is increasing year by year. These are probably among the best homes for workers in the country. The company now owns very little unoccupied land, and does not contemplate building additional tenements, but it has always shown itself ready to lend financial assistance to deserving employees desiring to build homes for themselves. For this there is now very little occasion, however, as there is in the city of Waltham a cooperative bank, or building and loan association, started mainly by workers in the watch factory, which has become one of the largest, as it is one of the oldest, institutions of the kind in the State.

While the company is sincerely interested in the comfort and well-being of its employees, it has aimed to avoid anything suggestive of paternalism. Its 3,400 working people, nearly all of whom are Americans by birth, are of a high class and entirely able to care for themselves, the rate of wages maintained being sufficient to enable them to live comfortably.

The Watch Factory Mutual Relief Association was organized in order to secure to its members the advantages of mutual aid in case of need. This organization had a membership, on January 1, 1899, of 1,033 men and women. Its constitution provides, among other features, for a visiting committee, whose duty it shall be to render timely assistance to sick members, who are entitled to draw from the treasury the sum of \$4 per week for a period not exceeding ten weeks. In the event of death \$50 is paid for funeral expenses. The cost to each member is 25 cents a month and the company contributes \$200 a year. The surplus on hand January 1, 1899, amounted to \$1,772.87. The work of the association is carried on in the factory during working hours.

Provision for the intellectual and social life of its workers is left by the company to the community, of which its employees form so important a part, and which possesses, among other advantages, a fine public library, an excellent school system (including a manual training school), lecture courses, musical organizations, and all the higher forms of social amusements. Many of the workingmen and women are stockholders in the company. The most amicable relations have always existed between this company and the people in its employ. No strike has ever occurred to mar the friendly feeling, employers and employees recognizing the existence of mutual rights and mutual obligations.

COLORADO FUEL AND IRON COMPANY.

This company which operates a large number of coal, iron, and other mines scattered throughout Wyoming, Colorado, Utah, and New Mexico, in addition to rolling mills at Laramie, a huge steel plant at Pueblo, and two railway systems, and whose pay rolls carry the names of nearly twenty thousand employees, has for a number of years been directing its efforts in a practical and intelligent manner toward bettering the condition of the vast army of people dependent on its various enterprises for support.

Among the numerous measures adopted for the accomplishment of this end, the substitution by the company of neat and comfortable dwellings for the usual squalid and insanitary miner's shack (Plate 76) must be reckoned one of the most important. Numbers of such houses have been constructed by the company at all of its leading mining camps and manufacturing centres forming, by their varied color and design, most picturesque and attractive villages. To those familiar only with the old style of mining communities, with their rude log cabins or adobe huts, these modern cottages, equipped in many cases with running water and electric lights, are a source of great surprise. Tercio and Redstone are two good examples of the villages recently founded by the company. Other notable examples are those of Primero, Segundo, El Moro, Sunrise, and Smiths Canon. At Coalbasin, in 1901, the company erected over 70 cottages. They are warm and comfortable, containing from 3 to 6 rooms plastered and finished throughout in modern style. At Segundo about 150 houses have recently been completed. These are all plastered and neatly finished within, provided with porches and projecting eaves, and painted in varied and harmonious colors. Arranged in regular order upon streets, they appear to decided advantage by the side of the older and more poorly disposed dwellings of the place.

The group of dwellings erected at Jansen, Las Animas County, for the occupancy of the company's railway employees is also worthy of mention.



PLATE 76—TYPICAL OLD-STYLE DWELLINGS OF MINING EMPLOYEES
COLORADO FUEL AND IRON COMPANY



PLATE 77—HOUSES FOR MINING EMPLOYEES, SEGUNDO, COLORADO



PLATE 78—HOUSE FOR EMPLOYEES, ROUSE, COLORADO

COLORADO FUEL AND IRON COMPANY

Although a detailed description of the houses built by the company at the various mining camps and other places of industry for the accommodation of employees can not be attempted here, the accompanying photograph (Plate 77) showing a portion of Segundo will give one a fair idea of the general style and appearance of these buildings. They usually contain from 4 to 6 rooms each, and, while very simple in arrangement and in architectural effect, they are comfortable, convenient, sanitary, and homelike. The price charged for rent is uniform throughout all the camps, being fixed at \$2 a room per month, or \$8 for a 4-room house.

In a number of camps the company has erected houses for the accommodation of teachers of the public schools and kindergartens, which are intended to serve as models for camp housekeepers and to furnish a center for sociological work. In these the teachers have as many rooms reserved for their use as are needed, leaving the remainder of the house to the occupancy of a family in order that the teachers may not live entirely alone. At Redstone a small cottage has been set apart as a special object lesson to employees. It is furnished throughout in inexpensive but artistic style and is designed to show how much can be accomplished in the way of making a home attractive with a small outlay of time and money. "Casa Vivienda," at Pueblo, is another example of the model home. The style and size of the houses vary according to the class of employees for which they are intended.

In order to unite and systematize the various efforts being put forth for the betterment of social conditions among its employees, the company organized, in 1901, a sociological department, which has already demonstrated its practical utility in the field to which its energies have been directed. The order creating this department stated that it "shall have charge of all matters pertaining to education and sanitary conditions and any other matters which should assist in bettering the conditions under which our men live." Dr. R. W. Corwin, chief of the company's corps of surgeons, was appointed superintendent, with a staff of officers and assistants to aid in carrying forward the work. The aim of the department is, in the words of Doctor Corwin, to be "not only an aid to the company, but a benefit to the employees and their families, a means of educating the younger generation, of improving the home relations, and furthering the interests of the men, making them better citizens and more contented with their work." It makes its influence felt in the public schools, where it urges that good buildings and equipments be provided, competent teachers chosen, and free text-books and supplies furnished to pupils.

Owing to the diverse elements combined in the 32 nationalities speaking 27 languages which are represented in the different mining camps and other properties of the company, and to the fact that these camps are scattered over an expanse of territory more than 1,000 miles

in extent, the task before the department is a unique and by no means simple one. Many of the company's employees are drawn from the lower classes of foreign immigrants, Italians, Austrians, Germans, and Mexicans predominating, whose primitive ideas of living and ignorance of hygienic laws render the department's work along the line of improved housing facilities and instruction in domestic economy of the utmost importance. In cooperation with the medical department maintained by the company considerable sanitary improvement has been made throughout the system. New camps have been laid out with reference to proper sanitation, model dwellings have been erected, old houses have been renovated and remodeled, and general sanitary measures, such as the cleaning out of cisterns and wells and the systematic removal of garbage and other refuse, have been instituted. Among other features introduced by the department for the betterment of social conditions at the various mining camps and other communities are clubs for adults and for children, reading rooms, circulating libraries, kindergartens, industrial classes, recreation halls, entertainment courses, and instruction in cooking and sewing.

In addition to these agencies a weekly magazine, "Camp and Plant," has been established, which has proved an invaluable aid to the department in bringing the various camps and works into closer touch and in furnishing a medium through which the people can be reached. This magazine is well edited, illustrated with half-tone engravings from photographs taken in the different camps and plants of the company, and is filled with useful information and news. Portions of it are printed in Italian, German, and other languages for the benefit of foreign employees. The subscription price is \$1 per year, and the magazine enjoys a well-deserved popularity among the miners and other workmen in the company's employ.

At the end of each fiscal year the department issues a report reviewing the work accomplished during the year and advocating such changes and innovations in the social-betterment system as are deemed expedient. These reports as well as the magazine, *Camp and Plant*, have been freely drawn upon for the information contained in this description.

The system of public schools in operation at all of the leading points where works of the company are located is worthy of more than casual mention. In these schools a uniform course of study has been adopted, so that children may not be placed at a disadvantage in case of removal from one camp to another. Text-books are in most cases furnished to pupils free of charge, equipment of the most approved character is provided, only the best and most capable teachers are employed, and every effort is made to impart instruction of the most thorough and substantial character. Circulating art collections, reference libraries, and other progressive features have been introduced into nearly all the

schools, and the children have been encouraged to raise money for the purchase of pianos, books, flags, and pictures and casts for the decoration of their rooms. The school buildings are, as a rule, handsome and comfortable structures, furnished with modern appliances and well lighted and ventilated throughout. A fair type is that shown in the photograph (Plate 80) which represents the new schoolhouse at Redstone, recently erected by one of the prominent officials of the company and presented to the people of that place. These buildings, though differing in size and in minor details of finish and ornamentation, are practically all of the same design. The schoolrooms measure about 30 by 33 feet and are calculated to seat 50 pupils each. Ceilings are 11 feet high in the lower story and 10 feet in the upper, thus providing each child with from 200 to 220 cubic feet of air. Each room has windows on the back and side which admit an abundance of light, without injury to the eye of teacher or pupil. Folding partitions between rooms allow them to be thrown into one whenever occasion requires. Ventilation registers in the corners of each room have their flues connected with a ventilator stack in the center of the roof. A vestibule about 16 by 18 feet serves as a place for hats and coats, and rear exits on each floor afford a means of escape in case of fire.

Comfortable four-room structures have recently been completed at Primero, Segundo, and Tercio. At Orient a company building has been converted into a neat and attractive schoolhouse, while at Coalbasin the building has been thoroughly remodeled and put in first-class condition throughout. At several of the newer camps company houses have been utilized for school purposes until suitable buildings could be erected. In all cases where sufficient funds for the establishment and maintenance of public schools are not available, the company willingly advances the necessary amount until the school districts can meet these expenses.

A feature of the educational system to which special emphasis is given is the kindergarten. It is recognized that this institution not only takes the child in hand at its most impressionable period, but that it furnishes a center from which radiate influences that affect the whole social betterment situation. The morning hours from 9 to 12 are devoted to the regular kindergarten work, consisting of songs, games, nature studies, and various kinds of easy construction work, such as weaving rag and zephyr mats and rugs, braiding straw hats and baskets, and making pieces of miniature furniture. In the afternoon the same room is utilized, under the supervision of the teacher, by classes of boys and girls engaged in weaving, basketry, carving, sewing, and cooking, by physical culture clubs, mothers' clubs, and other gatherings of a social or industrial nature. In the evening the room is at the disposal of adults for dances, concerts, lectures, and other entertainments. A few of the kindergartens are housed in buildings erected

especially for their use, but in most cases they occupy rooms in the public school.

The Pueblo Normal and Industrial School offers to teachers of the public schools and kindergartens a course of training during a portion of the summer vacation by means of which they may better equip themselves for their work. The building, which was formerly used as a hospital, has been thoroughly renovated and refitted, and, although the school is yet in the experimental stage, its good results are already becoming manifest. As an adjunct to this school there has recently been created an industrial home in which crippled employees and the widows and orphans of those who have lost their lives in the company's service are given the means of earning a livelihood. In it the young are to be given an opportunity to learn a trade, the adults to work upon whatever they can do best and to receive therefor the highest possible prices. Mattresses of excellent quality are already being turned out and it is the intention to begin at an early date the manufacture of brooms, brushes, rugs, laces, hammocks, and other articles. It is planned that the institution shall become eventually self-sustaining and, though yet in its infancy, much good is expected from its establishment. The Polytechnic Club rooms are also located in this building. The membership of this club is made up largely of engineers from the Minnequa steel works.

In a number of the camps night schools have been established which are well attended, particularly by the foreign employees. The branches taught are English language, reading, writing, and arithmetic, and in some cases history and geography. These schools are self-sustaining, each pupil being charged \$1 per month to cover the cost of tuition, light, and fuel. Circulating libraries have been placed in most of the communities where they are proving a powerful factor for intellectual and moral development. Each library contains fifty volumes of fiction, history, biography, and travel, and the boxes are exchanged often enough to keep each camp provided with a fresh supply of books.

Another distinctly educational feature introduced by the company is the reading room. In this is always found a number of the latest magazines, newspapers, and periodicals, in addition to a reference library of maps, encyclopedias, and other standard works. One of the best examples is that known as the Minnequa Reading Room, at Pueblo, where the entire second floor of a large brick building, comprising a reading room, a card and game room, and two smaller rooms, is given up to the employees of the steel works as a place of recreation. At Orient and at Engle also there are well furnished reading rooms in connection with which are rooms for cards and other games. The expense of maintaining these institutions is met by means of dues, fees, and subscriptions, and by the proceeds from entertainments, supplemented whenever necessary by liberal contributions from the company.



PLATE 79—STREET IN REDSTONE, COLORADO



PLATE 80—SCHOOLHOUSE, REDSTONE, COLORADO

COLORADO FUEL AND IRON COMPANY

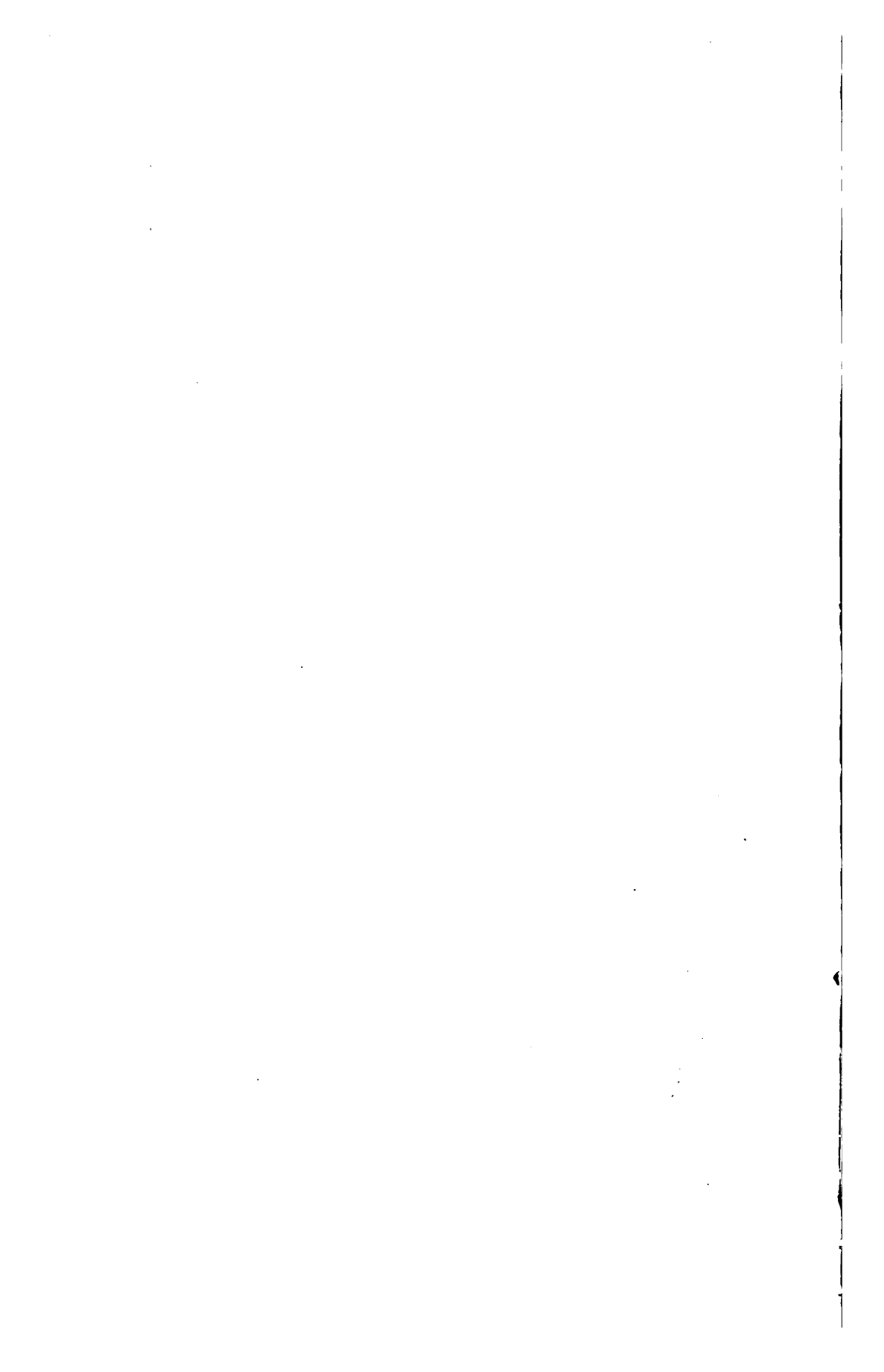




PLATE 81—CLUBHOUSE, PRIMERO, COLORADO



PLATE 82—CLUBHOUSE, REDSTONE, COLORADO

COLORADO FUEL AND IRON COMPANY

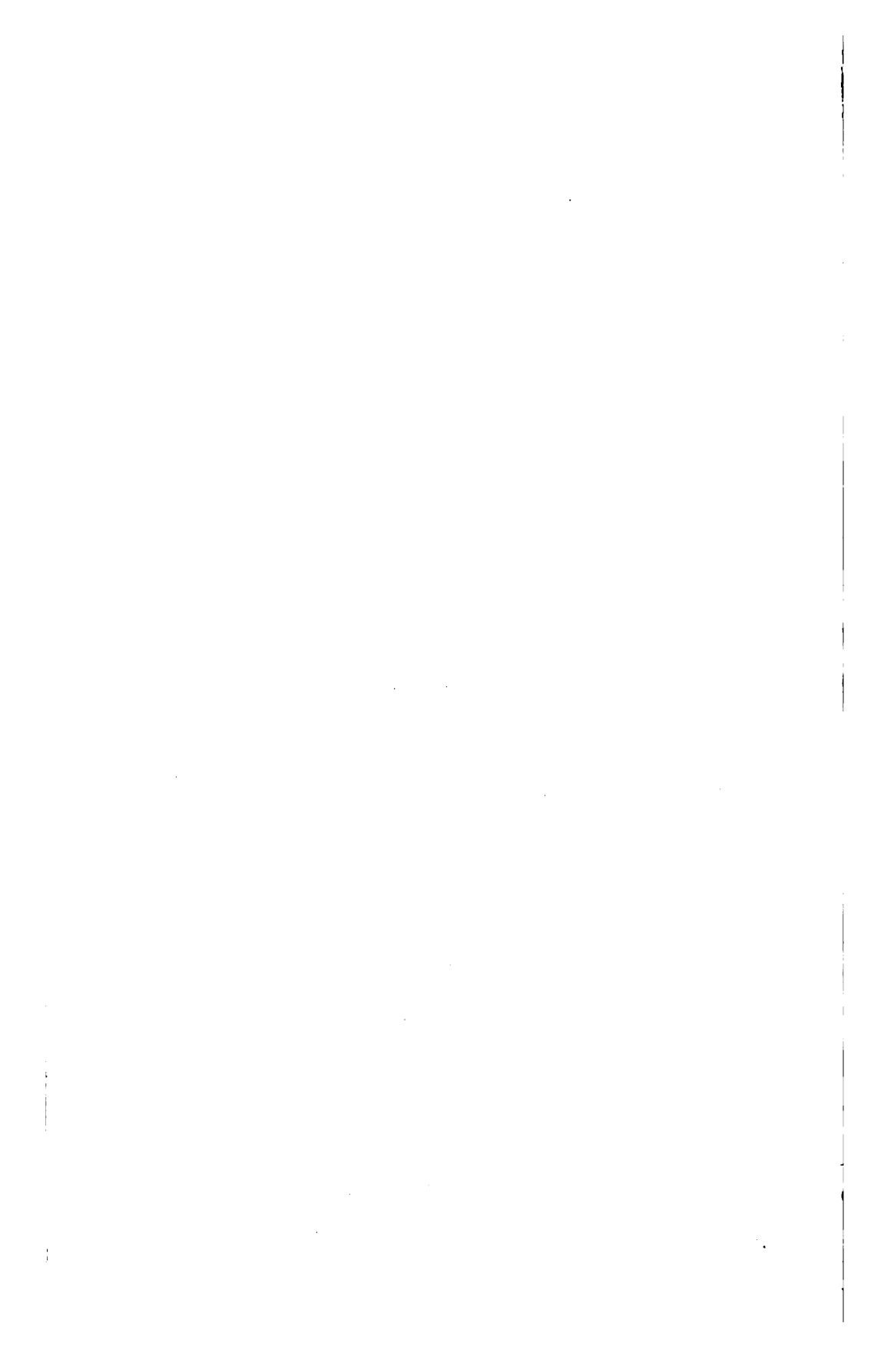




PLATE 83—REDSTONE INN, BUILT FOR USE OF EMPLOYEES



PLATE 84—MINNEQUA HOSPITAL, BUILT FOR USE OF EMPLOYEES

COLORADO FUEL AND IRON COMPANY

Boys' and girls' clubs are also contributing to the social development of the various communities. These clubs meet once a week and engage in games, dances, contests, gymnastics, and various kinds of musical and literary exercises. In the boys' clubs military drills and athletics are quite popular, while with the girls special attention is given to cooking and sewing and other practical domestic work. The attendance upon these clubs is most encouraging and much practical work is being accomplished by them. Classes in household and domestic economy have also been organized among the women of most of the camps.

At Sunrise, Wyo., and Starkville, Colo., recreation halls have been built, in which the men may congregate to read, chat, smoke, and play games. The hall at Sunrise is equipped with a stage for entertainment purposes and contains an alcove which is used as a library. At the latter place the building, which is popularly known as "Harmony Hall," contains two large rooms, one used for kindergarten, the other for library and recreative purposes, and two smaller apartments utilized as kitchen and cloakroom. These buildings are quite popular with the employees and many socials, musicales, and other entertainments take place within their walls.

[Clubhouses have been erected by the company at several points. These are intended as a check to the drink habit so prevalent among the men by furnishing a place where intoxicants can be purchased only under certain well-defined regulations, and where various forms of wholesome amusement are provided to take the place of the debasing and demoralizing features of the saloon. The accompanying photograph (Plate 81) shows the clubhouse at Primero, where liquors of all kinds can be had, but where no drunkenness or disorder is allowed. This is the only place in the village where intoxicants are sold. At the Floresta anthracite mine two rooms in the boarding house have been fitted up with billiard and card tables and provided with periodicals and writing materials for the accommodation of the miners. No provision is made for the sale of liquor. The Coalbasin clubhouse is a one-story frame building, of four rooms and cellar, with a front veranda. The bar is located immediately in the rear of the porch and is furnished in a very plain and unattractive manner; no display of bottles, pictures, or other suggestions to drink being permitted. To the right as one enters is the billiard and pool room, while to the left is a room for cards and games. On the extreme left is a reading room equipped with the latest magazines, newspapers, and periodicals. The furniture and furnishings are plain, but neat, and everything is conducted in a quiet and orderly manner. The following rules show how the affairs of the club are regulated:

1. The clubhouse will be open for the use of members from 9 a. m. to 10 p. m., daily, except Saturdays, when it will remain open until 11 p. m.

2. Members whose occupations are such as to require special working clothes are requested not to remain in the clubrooms in their working clothes.

3. No credit will be given to members or visitors. All charges must be paid at the time they are incurred.

4. No gambling will be allowed in the club, but playing games of cards for small stakes will be permitted, the stakes in no event to exceed the following limits:

Poker—Penny ante and twenty-five cent limit.

Billiards—25 cents per cue.

Pool—10 cents per cue.

5. Women or children residing in or near Coalbasin will not be allowed to visit the clubroom except at such times as may be specified by the board of directors.

6. Strangers, including women and children, will be permitted to visit the clubroom for purposes of inspection between 9 a. m. and 5 p. m., except Sundays and holidays, if provided with a permit from the board of directors.

7. No books or papers shall be taken from the clubrooms.

8. Members will be charged for any damage done to the furniture or fixtures of the club due to their carelessness or design.

9. No subscription paper shall be circulated, nor any article exposed for sale in the clubhouse without the authority of the board of directors.

10. Notices shall not be posted on the bulletin board, except upon authority of the board of directors.

11. All talking in the reading room is prohibited.

12. No member shall use the billiard or pool tables for more than three successive games to the exclusion of others desiring to play.

"NO-TREATING" RULE.

In order to promote the temperate use of wine, beer, and liquors, which may be sold in the clubhouse, no member or visitor shall be permitted to purchase or pay for a drink or drinks for any other member or visitor.

Membership in the club may be active or associate, only active members having the right to vote. Associate members are charged only half the dues paid by active members.

At Redstone a beautiful clubhouse and theater (Plate 82), complete in all respects, has recently been erected. Here is found a commodious lounging and drinking room, furnished with large leather-cushioned armchairs, settees, and tables for serving refreshments. An ample fireplace at each end of the room gives comfort and cheer on winter evenings, and entertainment is furnished by a large Regina music box and a graphophone. All kinds of the best grades of liquors may be had here at reasonable prices, while temperance drinks, sandwiches, and cakes are served at cost. Rules similar to those in force at the Coalbasin club are intended to check any tendency toward excess. Adjoining the lounging room is the large well-lighted billiard room,

equipped with one convertible and two pool tables. A card and game room furnished with cards, chess, dominoes, and other games, and a reading room, supplied with popular magazines and newspapers, are also reached through the lounging room. On the second floor is the hall, used for theatrical purposes, and provided with a full set of stage scenery, electric stage lights, and other up-to-date features. In the basement are located bathrooms, toilet and dressing rooms, liquor storage rooms, and the board of directors' room, and secretary's office. A furnace, also located in the basement, supplies steam heat throughout the building. On certain evenings of each month the privileges of the club are extended to the wives and daughters of members, when whist and euchre parties, billiards, pool, and instrumental music, and light refreshments lend interest and pleasure to the occasions. Active membership in the club may be obtained on payment of an initiation fee of \$1 and six months' dues in advance, at 50 cents a month.

The Redstone Inn (Plate 83), whose guests are nearly all employees of the company, is equipped with electric lights, steam-heating apparatus, hot and cold water, lounging and reading rooms, and all the other conveniences of a first-class modern hotel.

A washhouse is arranged for the accommodation of those who work about the company's coke ovens and coal tipples at Redstone. Its equipment comprises 24 white enameled wash basins, supplied with hot and cold water, 2 closets and an inclosed shower bath located at one end of the room, and lockers for those desiring to change their soiled working clothes for other attire. The floor is of cement and so laid as to permit daily flushing.

Other betterment features at Redstone are a village garden, in which employees may raise their own vegetables without cost for plowing and irrigation, and a village stable in which a horse or cow may be kept by payment of a small monthly rental.

A hospital and medical department has been organized with a large central institution at Pueblo, known as the Minnequa Hospital (Plate 84), and branches or emergency hospitals at all of the leading camps. These are in charge of skilled physicians and surgeons, whose duty it is to care for sick and injured employees and to exercise general supervision over sanitary conditions at their respective stations. The total number of cases treated at the various hospitals during the year ending June 30, 1903, was 82,821.

The Minnequa Hospital at Pueblo was completed in 1902 at a cost approximating a quarter of a million dollars, and is without doubt one of the handsomest and best equipped institutions of its kind in existence. The entire hospital plant, including grounds and buildings, covers 13 acres and comprises a central or administrative building, three ward and operating buildings, a hospital for communicable

diseases, a physician's residence, a recreation hall for convalescents, a kitchen and a dining room, a laundry, a light and power plant, a well and pumping station, and a stable and ambulance barn. The hospital now accommodates 240 patients, and it is planned to add other wards as they are needed.

J. B. AND J. M. CORNELL COMPANY, COLDSRING, NEW YORK.

The dwellings erected by this company for the housing of their employees were designed by the president of the company, Mr. J. M. Cornell, and, while they were built with economy, in order that the price of rent might put them within the reach of the great mass of the company's employees, much care and thought were given in order to secure the comfort of those for whose use they were built.

Every house has a good cellar in which is installed a furnace. The first floor consists of a hallway, parlor, dining room, and kitchen, the latter containing a range and being supplied with hot and cold water. On the second floor are four large bedrooms, with closets, and a bathroom with exposed plumbing. A well-ventilated attic over these bedrooms insures comfort during the heated season.

A fair idea of the general architectural arrangement of these cottages may be gained by reference to the accompanying illustrations (Plate 85) which represent one of the houses.

These houses are all painted white for the first story, the shingles on the second story and those on the roof being stained in various and harmonious colors, so that each house is different from the others in appearance. The lots upon which they are situated measure about 50 by 80 feet each, and are ornamented with attractive flower beds and hedges in front and by trees planted between the houses. The beauty of the surroundings is much enhanced by the rows of wide-spreading shade trees bordering the highway in front.

The rent asked for the cottages is \$12 and \$15 per month. This price yields the company only about 5 per cent on the investment. They are within easy walking distance of the company's works and are much sought after by the employees.

A tract of land has recently been purchased upon which it is proposed to erect a clubhouse for the men, to be equipped with billiard tables, bowling alleys, and a gymnasium, and to contain a large hall for meetings. This undertaking is expected to result in much good to the workingmen in the foundry, by furnishing them the means of healthful recreation and pleasant social intercourse.

It is also proposed to open a cooperative store at which employees may purchase their household supplies at wholesale prices. No store orders would be issued, however, employees being free to trade elsewhere should they so desire. During a portion of the time coal has been sold to them at cost, thus saving them about 50 cents per ton.

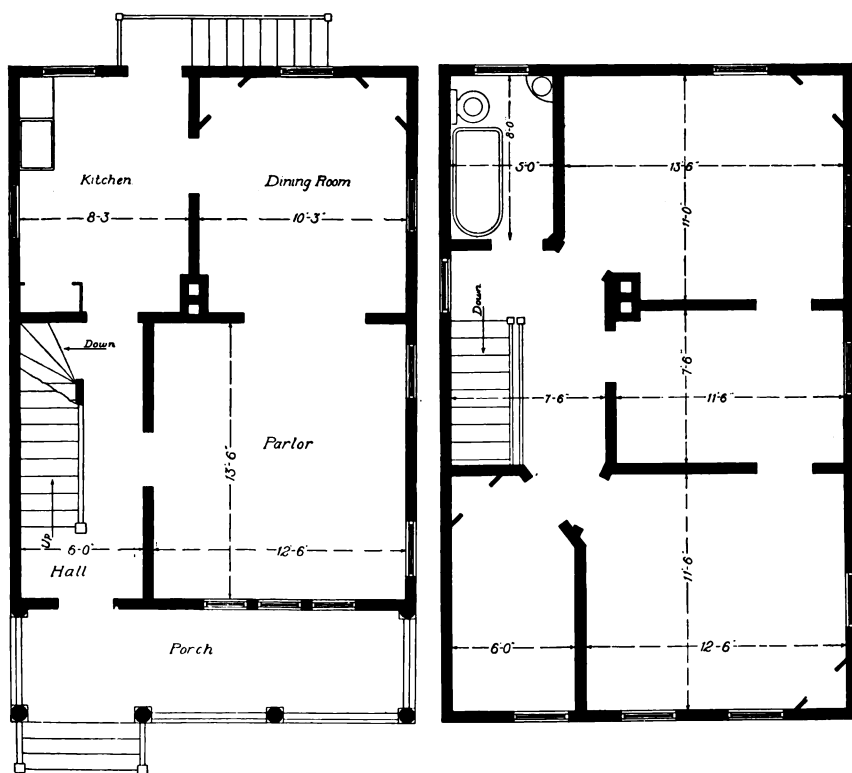


PLATE 85—HOUSE FOR EMPLOYEES, PLAN A
J. B. & J. M. CORNELL COMPANY

The facilities for the education of the children of employees are of the best, there being in the village a large public school, well conducted, which prepares boys and girls for college. The company, however, has nothing to do with the school.

The providing of dwelling houses for their employees is comparatively a new undertaking for this company. Prior to the removal of their works from their location at Twenty-sixth street and Eleventh avenue, New York City, in 1898, the need of making such provision was not apparent. But with the establishment of the plant at Cold-spring it was found necessary to provide more comfortable homes for the workmen than could be found at the place, especially as practically all available houses had been taken up.

THE DRAPER COMPANY, HOPEDALE, MASSACHUSETTS.

The tract of land upon which are situated the houses built by this company for the use of its employees contains about 30 acres and was laid out by a distinguished landscape artist, who prepared the plans for the entire work before any of the improvements were made. [The company next built new macadamized roads, with concrete sidewalks, put in sewer and water pipes, and obtained building plans from several different architects in order to secure variety in the construction of the houses. As will be seen from the photographs (Plates 86 to 88) the buildings are all of wood, the exteriors consisting of shingles painted in various harmonious colors. Their construction is such that while all have about the same amount of room on the inside, their outside appearance is quite different. Each house contains two tenements, each of which comprises a parlor or living room, a dining room, a kitchen, and a pantry and hall on the first floor, three sleeping rooms and a bathroom on the second floor, and a good storage room in the attic. A few have a fourth bedroom in the attic. The floors of the lower hall, the dining room, kitchen, pantry, and bathroom are of hard maple, the rest of the house being finished in white wood, either painted or in the natural color. Every house has a good cemented cellar, and many are furnished with gas and electric lights and other modern conveniences.] The two sets of drawings reproduced in connection with the photographs serve to illustrate the general style and architectural arrangement of all dwellings erected by the company. The handsome appearance presented by these houses is greatly augmented by the well-kept lawns surrounding them, beds of bright-colored flowers, neatly trimmed hedges and attractive shade trees all contributing to the general effect.

The company sees that all buildings are kept in good repair and insists upon a strict observance of proper sanitary regulations on the part of the occupants. The premises are well drained, vaults are cleaned out, and ashes and garbage removed at stated periods; and particular

care is taken that the yards, both front and back, shall be kept in perfectly clean condition. The photograph entitled "A study in back yards" (Plate 88) gives a fair idea of what is being done along this line. Prizes amounting to \$300 are distributed each year by the company to those tenants whose yards are kept in the best condition. The amounts thus awarded in 1902 were divided as follows: One first prize, \$10; twelve second prizes, \$7.50 each; forty third prizes, \$5 each. These prizes are based upon the general condition of the premises, both in front and in rear of the houses, special attention being given to the care of the grass and consideration to anything else that may have been done. This plan has been in operation eight or ten years and has proved an excellent one, for, in addition to being an incentive to the tenant, it obliges a committee from the company to inspect the premises at frequent intervals, and this in itself leads to the discovery of anything that may need attention.

The rentals of these houses has been fixed by the company at \$3 per week for each tenement not supplied with heating apparatus, or \$3.50 per week for such tenements as have furnaces. As the houses cost in round figures about \$4,500 each, or about \$2,250 for each tenement, exclusive of the land on which they stand, this price yields the company only a small income after deducting water rates, insurance, repairs, and depreciation.

The Draper family, of which four officers of the present company are members, began its manufacturing career in the place about the year 1856. The village owes its name to Rev. Adin Ballou, who founded here, in 1841, a Christian Socialist community which he hoped would justify his ideas and his aspirations, but which, for want of a sufficient financial foundation, was not a success.

The stable population of the town at the present time numbers only about 2,000 persons, while the company, which manufactures all kinds of machinery for cotton mills, has in its employ, at times, as many as 3,000 men. A considerable proportion of these men are skilled mechanics who are restless and much inclined to move away after a time. For this reason few of them care to own homes of their own, preferring to pay the moderate rent charged for the company's houses. Under these conditions the company now owns a large percentage of the dwellings in the place and plans are being prepared for about twenty additional houses to be erected in the near future.

A fine church, of stone, costing some \$60,000, has been erected by George A. and Eben S. Draper, in memory of their parents, while another member of the company, Mr. J. B. Bancroft, has built, as a memorial to his wife, a beautiful public library (Plate 89) at a cost of \$40,000. The school building (Plate 90) and the town hall are also gifts of the company.

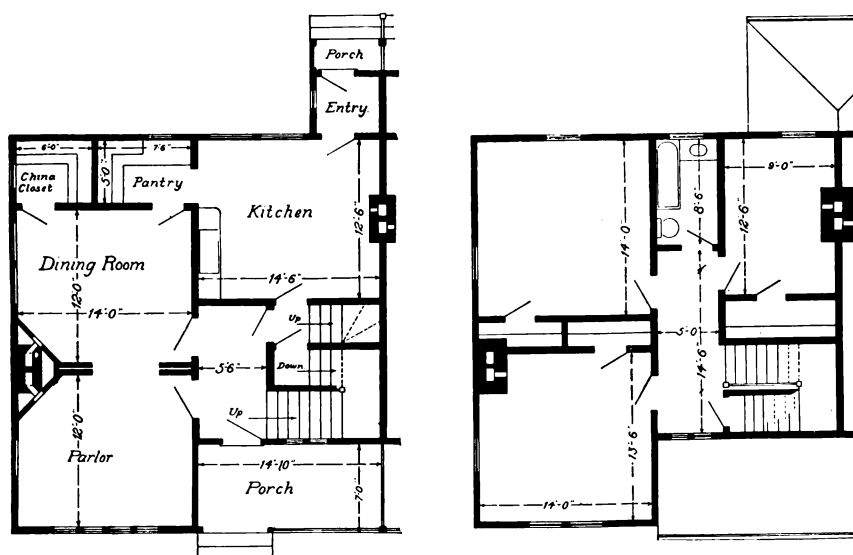
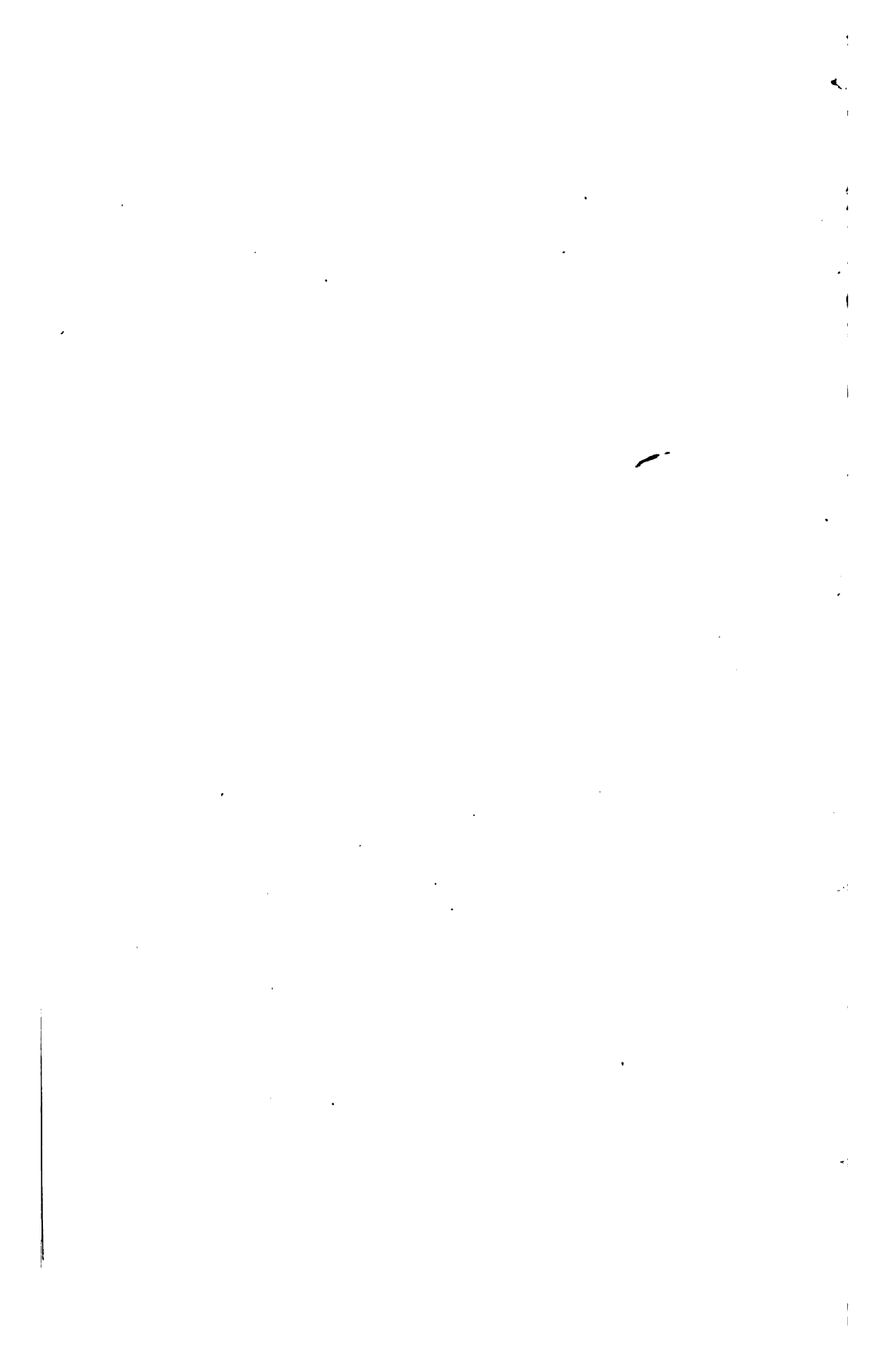


PLATE 86—HOUSE FOR EMPLOYEES, PLAN B

THE DRAPER COMPANY



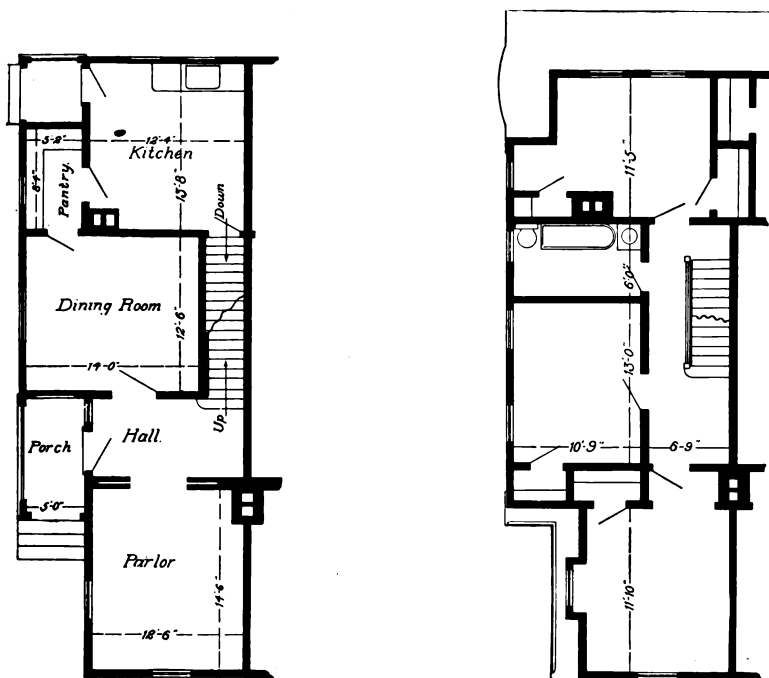


PLATE 87—HOUSE FOR EMPLOYEES, PLAN C

THE DRAPER COMPANY





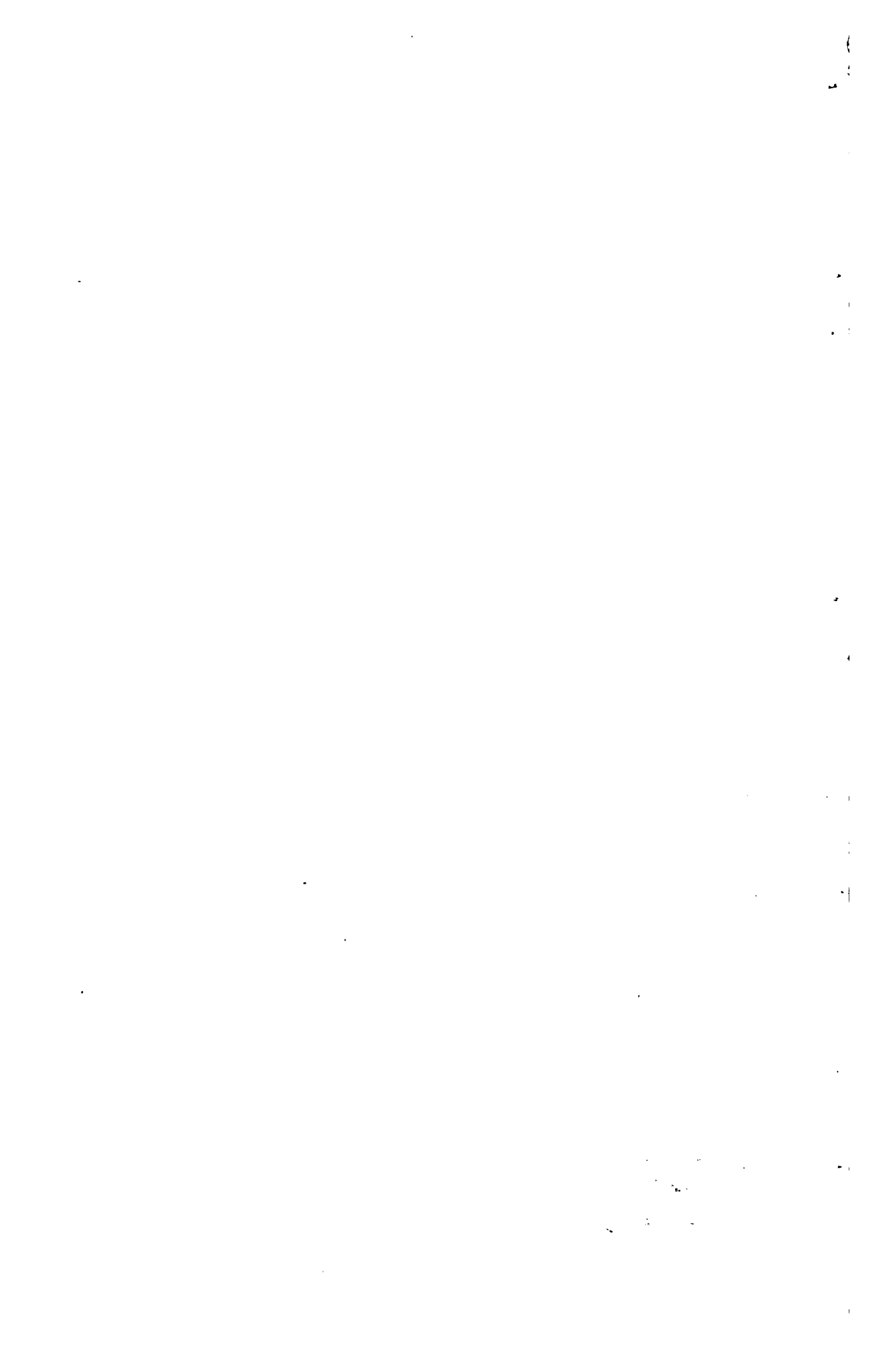
PLATE 88—A STUDY IN BACK YARDS



PLATE 89—BANCROFT MEMORIAL LIBRARY



PLATE 90—GRAMMAR SCHOOL BUILDING
THE DRAPER COMPANY



Mr. Nicholas Paine Gilman, the well-known writer and sociologist, in his "Dividend to labor," alludes to Hopedale as "one of the most finished and best kept manufacturing villages anywhere to be found." "There is," he asserts, "a large absence of the usual depressing features, and evidences abound of private taste and the employer's liberality."

LUDLOW MANUFACTURING ASSOCIATES, LUDLOW, MASSACHUSETTS.

The history of the social-welfare work of this company is extremely interesting. The property at Ludlow was first developed as a small cotton mill in 1824, and after various changes in ownership was finally reorganized as a hemp and jute mill in 1868. All of the mill buildings in existence at the present time are comparatively modern structures, however, the oldest having been built in 1878. The mill buildings, shops, and engine and boiler rooms contain over 14 acres of floor space, while the warehouses cover 10 acres of ground and are connected with the mills and the railroad by $3\frac{1}{2}$ miles of tracks and sidings, served by two locomotives.

The following account of the efforts of the company for the betterment of the working and living conditions of its employees is taken largely from a statement prepared by its treasurer, Charles W. Hubbard.

Mr. Hubbard states that it has been the aim of the corporation to make the village an attractive place in which to live. Apart from philanthropic motives, the managers believe that by so doing they will be able to attract a superior class of operatives. When the present corporation first purchased the property there were but two streets, containing a church, a single-room schoolhouse, and a few old-fashioned tenements. During the last thirty years the corporation has built 4 miles of good streets, and has partly constructed, at its own expense, the waterworks, gas works, and electric-light plant, lighting the village streets without charge. It has provided and now owns the church, one of the schoolhouses, the Masonic hall, and all except a few of the houses in the village. The original intention was to encourage private ownership of cottages, but after several sales were made this was deemed undesirable, except in the case of small farms outside of the village. While the original purchaser might be satisfactory, the property was liable to pass into undesirable hands, and the enforcing of restrictions as to pigpens, hen yards, and other nuisances might be resented. The cottages sold have been bought back as opportunity offered.

The first houses built were planned by the architects without sufficient regard for the requirements of the people who were to live in them, but of recent years the managers have made a careful study of plans in order to provide, at the least possible cost, cottages which

will meet all requirements. Each new set of cottages, as built, has been planned to remedy some defect in a previous plan, to incorporate some improvement suggested, or to lessen the cost of construction. The tenants have been asked for criticisms and suggestions, which have been acted upon when approved. Different families have different ideas. Some prefer stairs opening from the kitchen, some from a front hall, some wish the bathroom upstairs, others downstairs, etc.; hence a variety of plans for dwellings of substantially the same size and cost have been followed. In planning these houses the following considerations have been constantly in mind: Economy of room, economy of heating, economy of work in the care of house and children, the largest available amount of sunlight, economy of cost, and simple and well-proportioned outlines.

The earlier experiments made by this company in the building of homes for its working people were regarded as failures. Shortly after the acquisition of its property at Ludlow the company erected a few cottages which seem to have been planned more with reference to outside appearance than to meet the requirements of the occupants. Moreover these houses were found to be too expensive for the class of people they were intended to shelter and in many cases they were not properly cared for by the tenants. The company next constructed a number of large tenement houses—some accommodating as many as eight families—but they proved even more unsatisfactory than the single cottages and the plan was soon abandoned. After a careful study of the matter a second and successful attempt was made to introduce individual houses, these being simply, but conveniently constructed and renting for a comparatively low sum. For several years all houses constructed by the company conformed to this general plan, with the exception of a few two-tenement houses, containing four rooms each, with separate front and rear entrances, which were built for the sake of economy in providing small flats for newly married couples.

With the large increase in population during recent years, however, it was found that the construction of so many single cottages was tending to spread the village over too large an area, and in order to economize space and also to give a choice in the selection of a home, a block of six-room and nine-room houses was built, also 24 suites of rooms, some of them over stores, and some in a separate block, each apartment or house having a bathroom. It is stated that the apartments at the present time seem to be unpopular, apparently because it is the fashion in the village to have a separate cottage, and operatives who have lived in flats in other villages refuse to accept a better one in Ludlow, and demand a cottage.

From the accompanying photographs and floor plans (Plates 91 to 93) which have been furnished by the company as representative of the

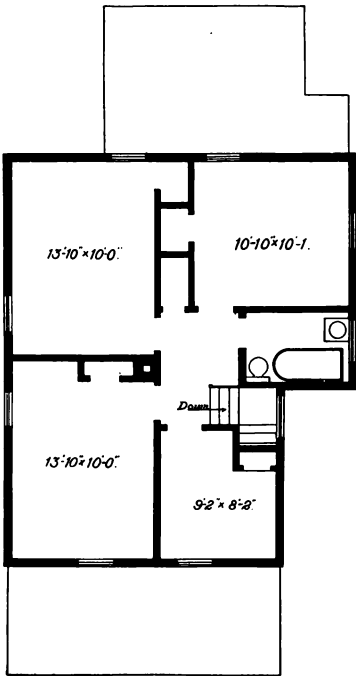
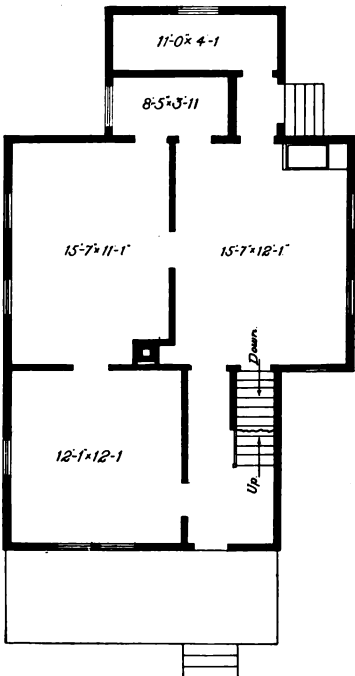


PLATE 91—LUDLOW COTTAGE
LUDLOW MANUFACTURING ASSOCIATES

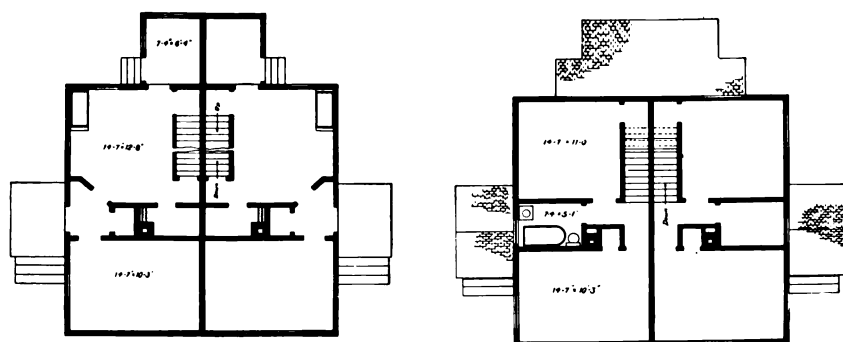


PLATE 92—PLYMOUTH COTTAGE
LUDLOW MANUFACTURING ASSOCIATES



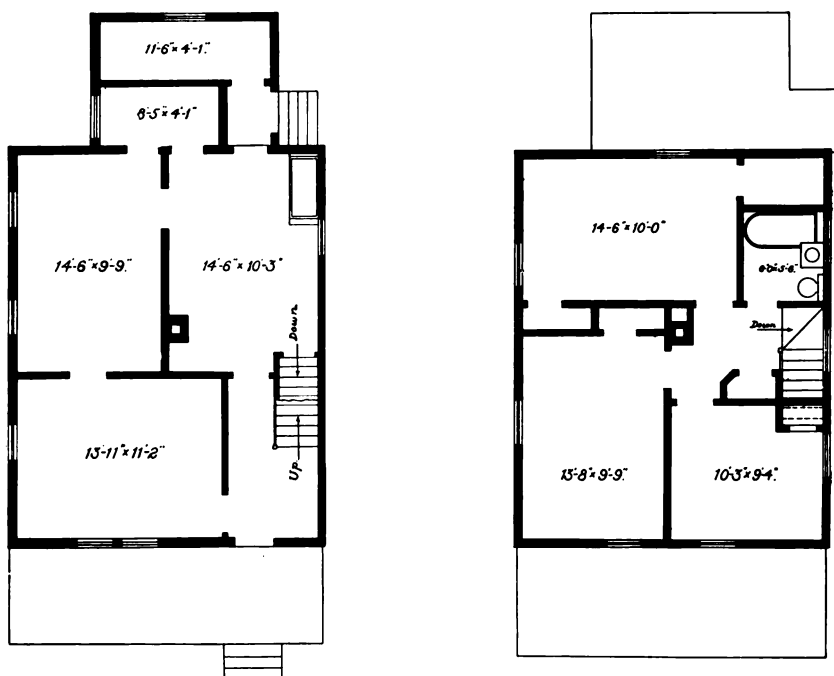


PLATE 93—WESTON COTTAGE

LUDLOW MANUFACTURING ASSOCIATES

dwellings erected for its employees, it will be seen that the houses are neat and substantial structures, of pleasing architectural design and with attractive surroundings. Almost all are two stories in height, well finished, painted within and without, and supplied with running water and other modern conveniences. A cooking range and a sink are found in the kitchen, while a large cellar furnishes a place for storing fuel and provisions. The houses are warm and comfortable, well lighted and ventilated, and convenient in arrangement throughout. The monthly rental, with bath, varies from \$6 for a four-room apartment in a large double house to \$9 for an eight-room cottage. To this must be added a charge of \$1.25 per month for full water privileges, making the total rent \$7.25 and \$10.25, respectively.

From the statement furnished by Mr. Hubbard it is learned that the social-welfare work of the company has by no means been confined to the providing of houses for its employees, but includes other very important features. These are described in the following language:

At first the village contained one ungraded school with a single teacher. A large increase of operatives in 1878 required two additional teachers, whose classes were held temporarily in the church vestry. The Ludlow Company then decided to build and own the schoolhouse. Accordingly, a schoolhouse containing six class rooms, a lecture hall, and school parlor was built and rented to the town at the nominal sum of \$100 a year. The managers had hoped to introduce instruction in cooking and sewing, and that plan was not favored by the town committee. Considerable friction arose between the corporation and the town authorities in regard to the management of the school. Finally the corporation refrained from making any attempt at improvements in the school work, but continued to give the use of the schoolhouse, and until within a few years had paid a quarter of the salaries. Two years ago the growth of the village required additional room, and an eight-room schoolhouse was built by the town. Perfect harmony now exists between the corporation and the town officers, and it is believed that suggestions from the former in regard to the management of the school would be welcomed by the town.

In 1878 the corporation fitted up a few rooms in an old building as a library and reading room, with a small number of carefully selected books. In 1888 a new library was erected as a memorial of the late treasurer by his widow and children. This library building was given to the town under certain restrictions. At the same time the corporation presented to the town all the books belonging to its library, and has since paid for additions of books, as well as all salary and maintenance expenses. The library now contains 7,000 volumes, and 55 magazines are to be found in the reading room. The patronage is fairly satisfactory and is increasing, and the building will probably continue to meet all the requirements of the town.

When the first library was started in 1878 a room fitted with various small games was set apart as a smoking room but the attendance became so disorderly that after several forcible ejections the room was closed. During the succeeding years the general tone of the village

improved, and in 1895 the attempt was again made. An unused part of a new mill was fitted with bowling alleys, pool tables, and other games. At this time an organization was formed which still continues. This association of the employees, known as the Men's Club, has its board of directors, and many of the heads of departments of the corporation have taken an active interest in its development, thereby giving stability and continuity to the movement. In 1898 the association was crowded out of its quarters, as the space was needed for mill purposes; but on the completion of the building now occupied the whole upper floor was reserved and equipped for permanent social rooms. The association has been actively interested in athletics, and by always insisting upon clean sports and gentlemanly behavior it has been able to arrange games for its teams in a class above that occupied by teams from the neighboring mill towns. During the last year the corporation has laid out an athletic field of about six acres, containing a quarter-mile running track, and fields for baseball and football; all inclosed by a high board fence. This will be under the control of the Athletic Association. In addition to the social rooms occupied by the association the corporation has, for the past three years, furnished space for gymnastic and basket-ball work in the mill buildings. The discipline of self-control, and the demand for fair play in all sports has had an influence in every department of town and home life. Men learn to work together by cooperating in team work and in social activity, and success in athletics has fostered a pride in the village which will help work in other lines.

An institute for women, known as the Girls' Institute, has been supported for the past three years. The old office building was remodeled and refitted to meet the needs of a social and industrial girls' club. Parlor, reading room, office, class, and game rooms were suitably furnished. Physical culture has been the most popular and perhaps most useful of its educational features. Notwithstanding hard work in the mills, interest in physical training has been intense among the young women, and apparently with beneficial results. The instruction has been in Swedish gymnastics, somewhat modified to make them popular and recreative, and in games, principally basket-ball in winter and tennis in summer. Cooking, sewing, and kindred domestic classes have been carried on with success by the institute. The social features have been dances among the girls themselves, and a reading and entertainment class giving monthly entertainments.

In the spring of 1903 the girls organized as "The Ludlow Girls' Institute Association," and have, through their board of directors, outlined and directed their own work. The nominal fee of 25 cents quarterly is paid by each, and is used to meet the incidental expenses of the organization. This association now has about 75 members, each member being a regular attendant at one or more of the classes. In order to add to the attractions of the village, in 1892 a hall was built for the local lodge of Masons. The upper story was arranged for the sole use of the order, and was fitted up in a manner to meet all their requirements, while the lower floor was arranged for social gatherings of the Masons and other societies or fraternities in the village. This building has proved quite popular, and has added much to the social life of the village.

A savings bank was started in 1888. The corporation furnished a room, free of rent, and paid the salary of the treasurer of the bank.

One or two leading men of the company also acted as trustees, but they were in no other way connected with the bank. After a few years the bank was able to pay all its expenses, and now has deposits of about \$220,000, and occupies a very neat bank office.

The advisability of starting a corporation store has been discussed several times, but no action has been taken until recently, the corporation having started a restaurant, in connection with which they sell bread, pastry, and cooked foods. Believing that the credit system is a curse to manufacturing villages, they have run this store on a cash basis. The result has been that the operatives generally confine their purchases to stores which give them less for their money but allow them credit and deliver at their doors. Unless the operatives realize the saving they can make by paying cash and buying of the corporation store, it is doubtful if it can be continued.

A cooperative store has been suggested by the operatives but has never been favored by any of the leading men in whom the management places confidence, and consequently has never received support or encouragement, and the difficulties of securing cash payments would probably ruin any undertaking of this sort.

The following general remarks, which conclude the statement furnished by this company, are of special interest in connection with the subject of industrial betterment, owing to the earnest, painstaking, and evidently successful efforts which it has made during a period extending over many years:

To those who read accounts of social betterment, it may seem a most simple and easy matter to create a model community. Build attractive houses, establish an institute with a trained social secretary, and they think the rest will follow. How little they realize how much time, work, tact, patience, perseverance, and charity will be required to bring about the desired result. They will encounter racial prejudices, local and personal jealousies. They will have to repress the inefficient would-be leaders and to draw out the efficient but reluctant ones. We often read glowing accounts of social betterment carried on by such and such a concern; shortly afterwards of the establishment being the center of a disastrous strike; later, possibly, that the whole attempt at social betterment has been given up as a failure. Then it is safe to say that it was not conceived in the right spirit nor carried on in the right spirit; that it was either dictated by self-interest or executed in a spirit of condescending patronage. Social betterment, to be successful, must first be free of any suspicion that it is designed to take the place of wages; second, it must not be too paternal, or suggest that the recipient of its benefits does not know how to obtain them himself; third, the ideals aimed at must not be too far removed from actual conditions; fourth, as far as possible, and continually more and more, the people should assume the management.

It may be stated generally that experiments in social betterment have been judged too hastily to have been successes, or to have been much greater successes than they really were. Many have been failures. Of these we rarely hear; and yet failures are often as instructive as successes; and a knowledge of previous failures would save many future ones.

MARYLAND STEEL COMPANY, SPARROW POINT, MARYLAND.

The large and important industrial plant operated by this company is located on the Patapsco River, about 10 miles from Baltimore, and employs between 4,000 and 5,000 workmen. Its erection was begun in 1887, a tract of unimproved land containing about 1,100 acres having been purchased as a suitable location. At the present time the establishment comprises four blast furnaces with a capacity of 300 tons each per day, a Bessemer steel converting mill, a blooming mill, rail and billet mills, and a large coke plant which manufactures fuel for the works from bituminous coal and furnishes illuminating gas to the city of Baltimore. In addition to the various mechanical shops required for the steel works, there is the marine department, in which are built steel vessels of all kinds, from tugboats to the largest ocean steamships, and the dock department, where have recently been constructed for the United States Government two of the largest floating docks in the world.

Aside from its extensive manufacturing operations, the Maryland Steel Company has devoted much attention to the subject of providing comfortable and sanitary houses for the people in its employ. A large tract of land, embracing several hundred acres adjacent to the mill property, has been laid out in streets and building lots, upon which the company has erected about 800 houses for the accommodation of employees. These are neat frame and brick structures, as a rule two stories or more in height and equipped with baths and underground sewerage (Plates 94 to 100). Artesian water of the purest quality is supplied to all the houses. A few of the buildings are of the tenement-house type, but by far the greater part are individual cottages, well finished throughout and painted in attractive colors. The number of rooms varies from five or six in the smaller dwellings to twelve or fifteen in the larger, a few houses containing an even greater number of rooms. As the monthly rental of these houses averages less than \$2 per room, it is seen that the company receives but a moderate return on the money invested, after deducting the necessary expenses for taxes and repairs. About 50 per cent of the men employed in the works occupy homes which are the property of the company, the remainder coming daily by rail and trolley car from Baltimore and intervening points.

It has been the aim of the company to make Sparrow Point noteworthy as an attractive and healthful place of residence for its employees. The broad streets, laid out at right angles and lined with shade trees, are kept in repair by the management, which has also provided electric lights, schoolhouses, a fire department, and police force, as well as a thorough system of public sanitation. The various religious denominations have handsome and commodious houses of

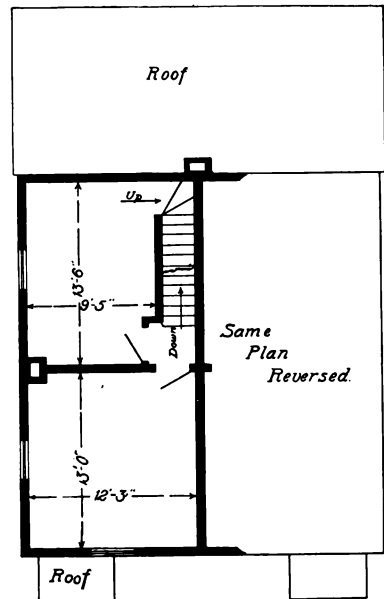
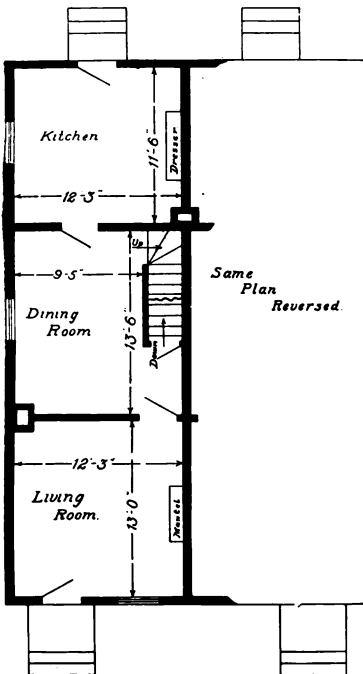
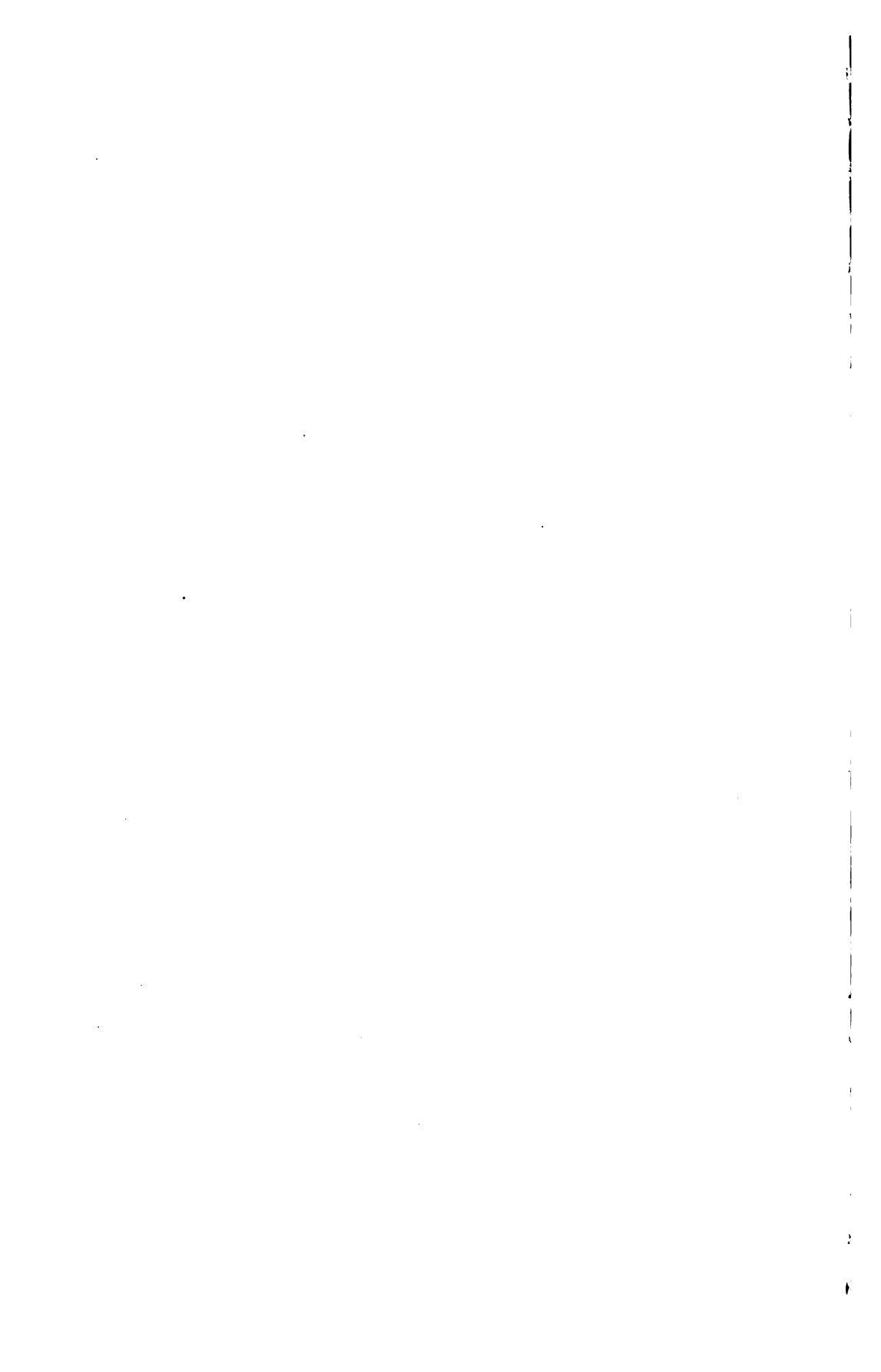


PLATE 94—HOUSE FOR EMPLOYEES, PLAN D

MARYLAND STEEL COMPANY



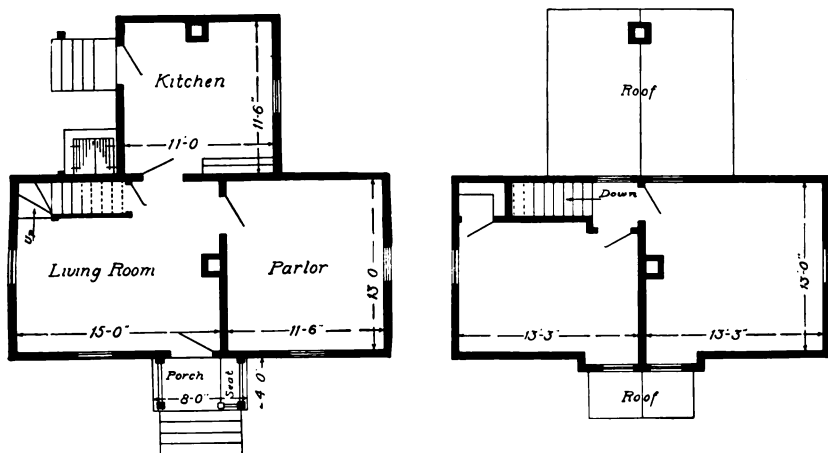


PLATE 95—HOUSE FOR EMPLOYEES, PLAN E

MARYLAND STEEL COMPANY

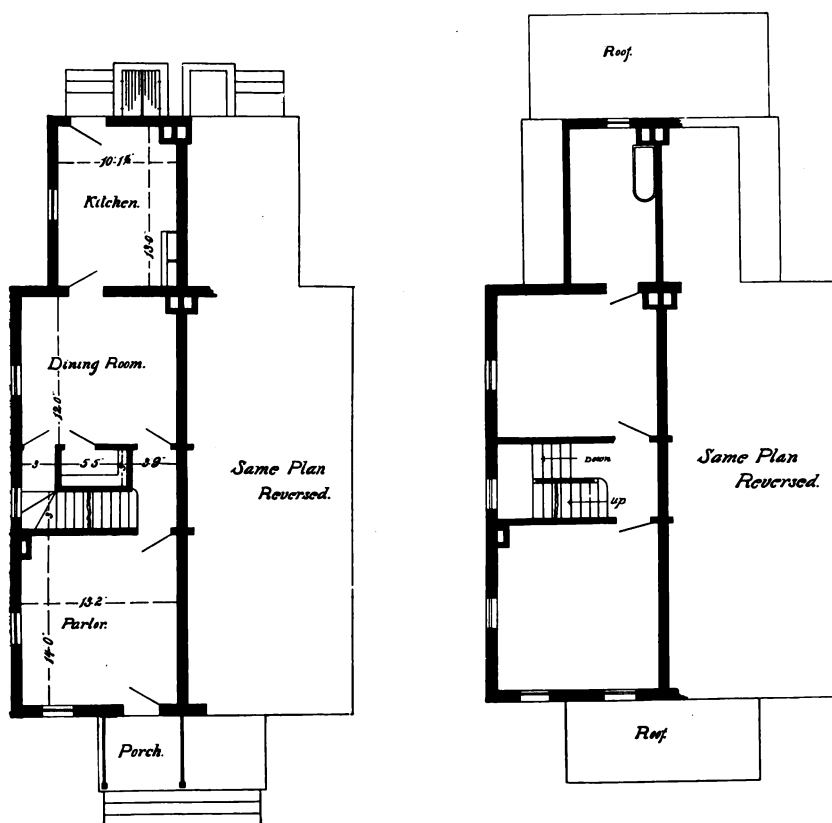


PLATE 96—HOUSE FOR EMPLOYEES, PLAN F
MARYLAND STEEL COMPANY



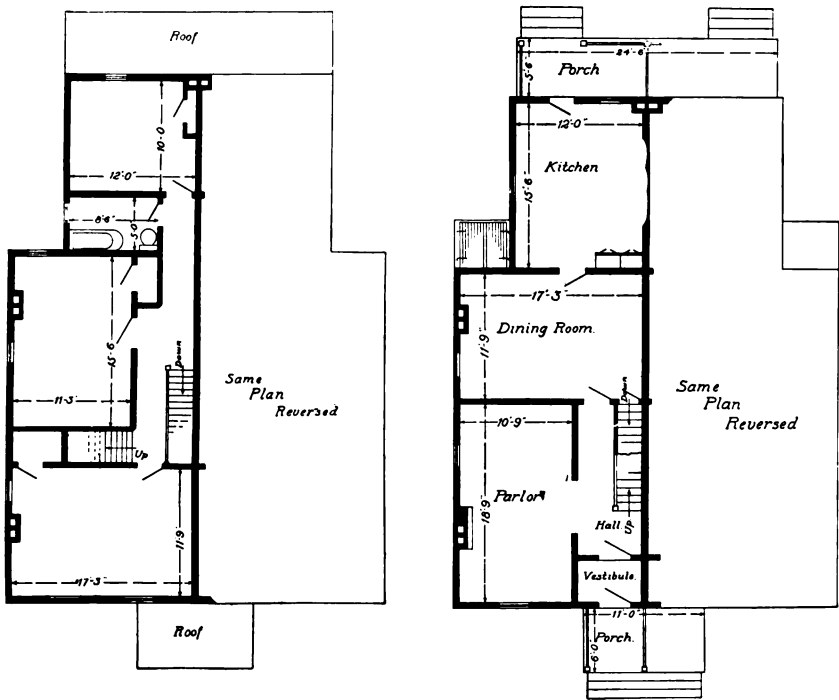
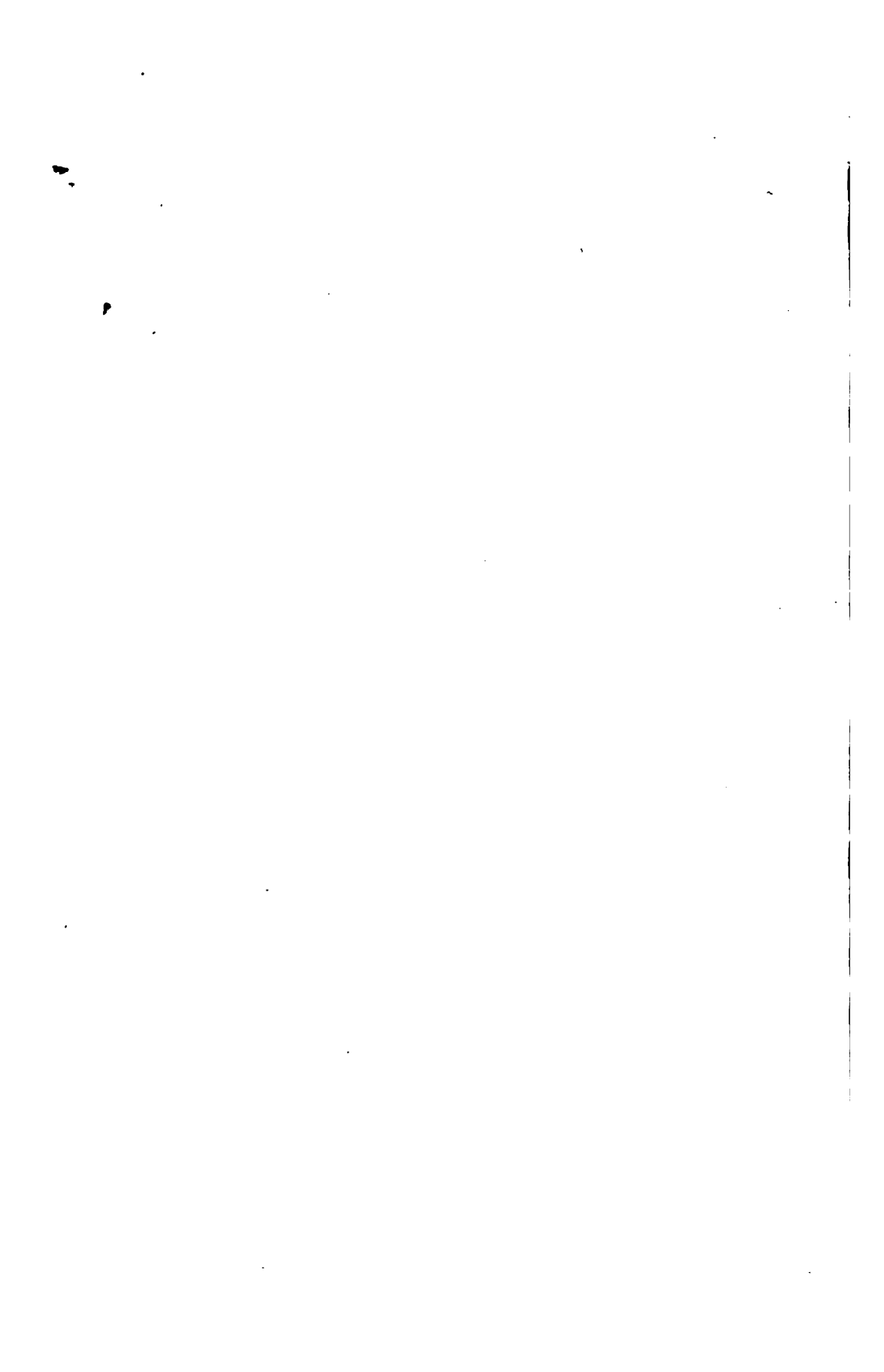


PLATE 97—HOUSE FOR EMPLOYEES, PLAN H
MARYLAND STEEL COMPANY



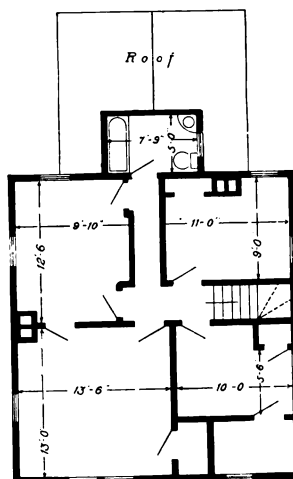
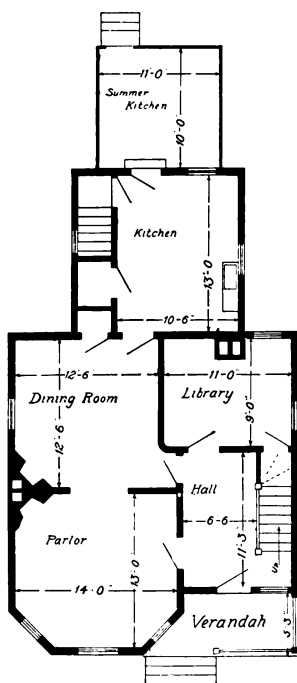


PLATE 98—HOUSE FOR EMPLOYEES, PLAN J

MARYLAND STEEL COMPANY

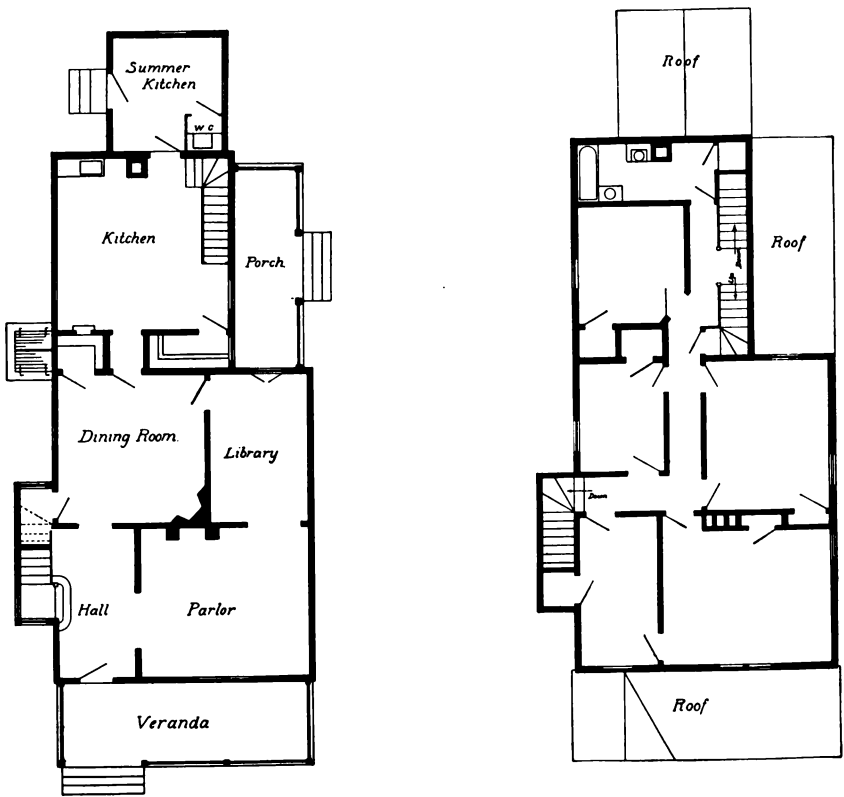


PLATE 99—HOUSE FOR EMPLOYEES, PLAN K
MARYLAND STEEL COMPANY



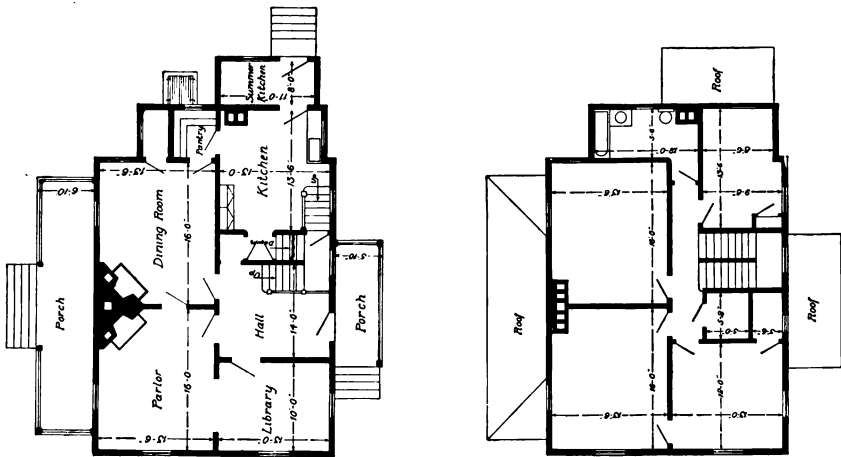


PLATE 100—HOUSE FOR EMPLOYEES, PLAN L
MARYLAND STEEL COMPANY

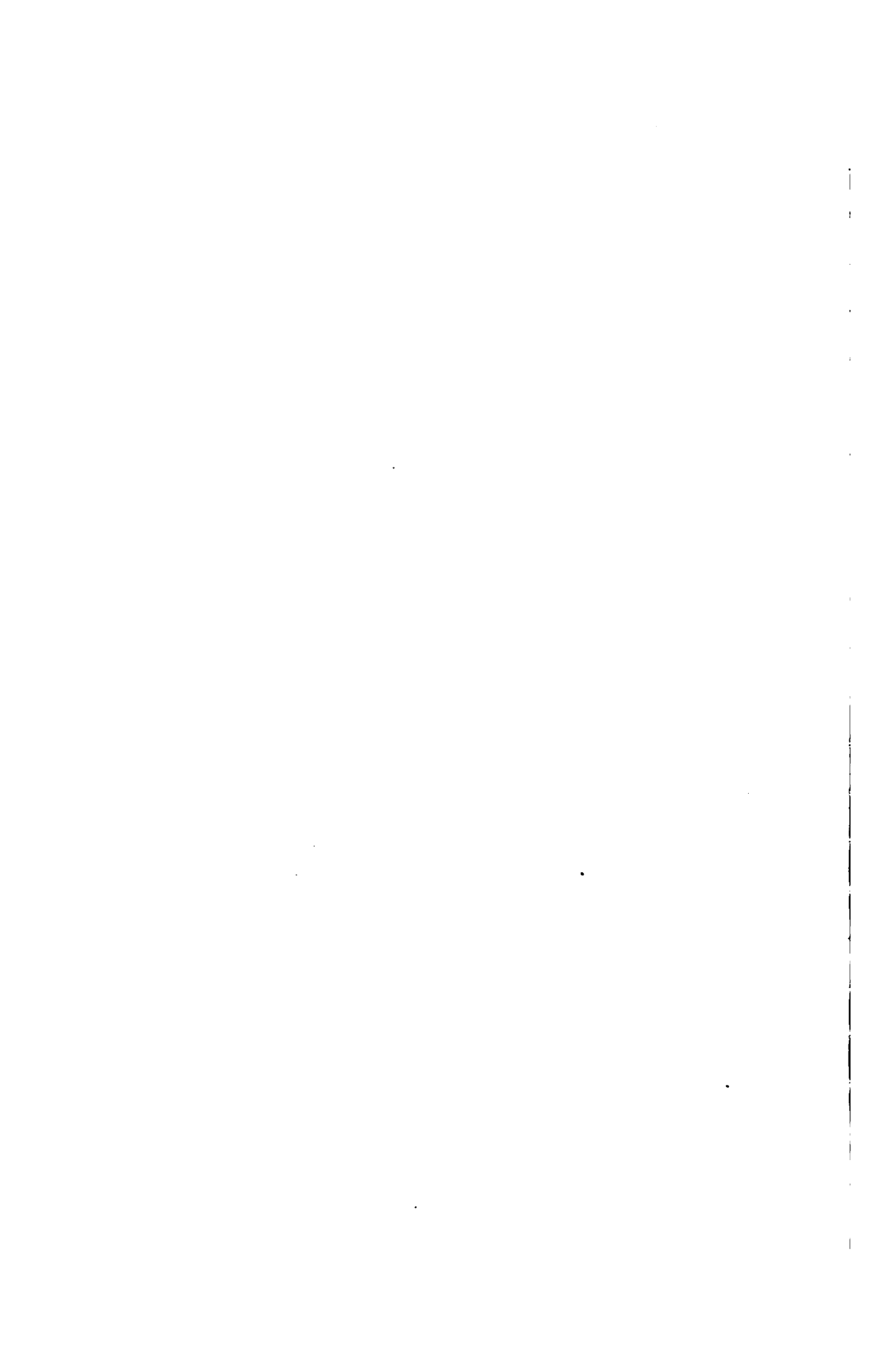




PLATE 101—KINDERGARTEN BUILDING



PLATE 102—SCHOOL BUILDING

MARYLAND STEEL COMPANY

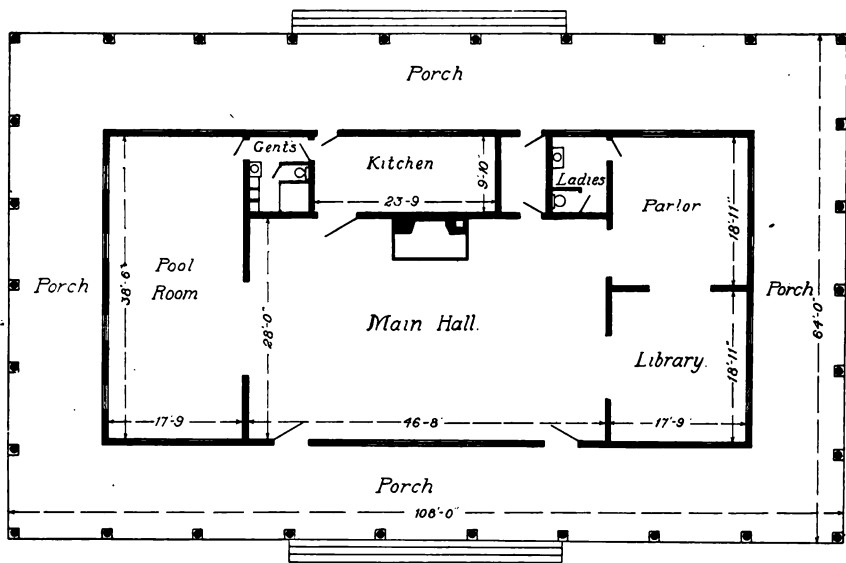
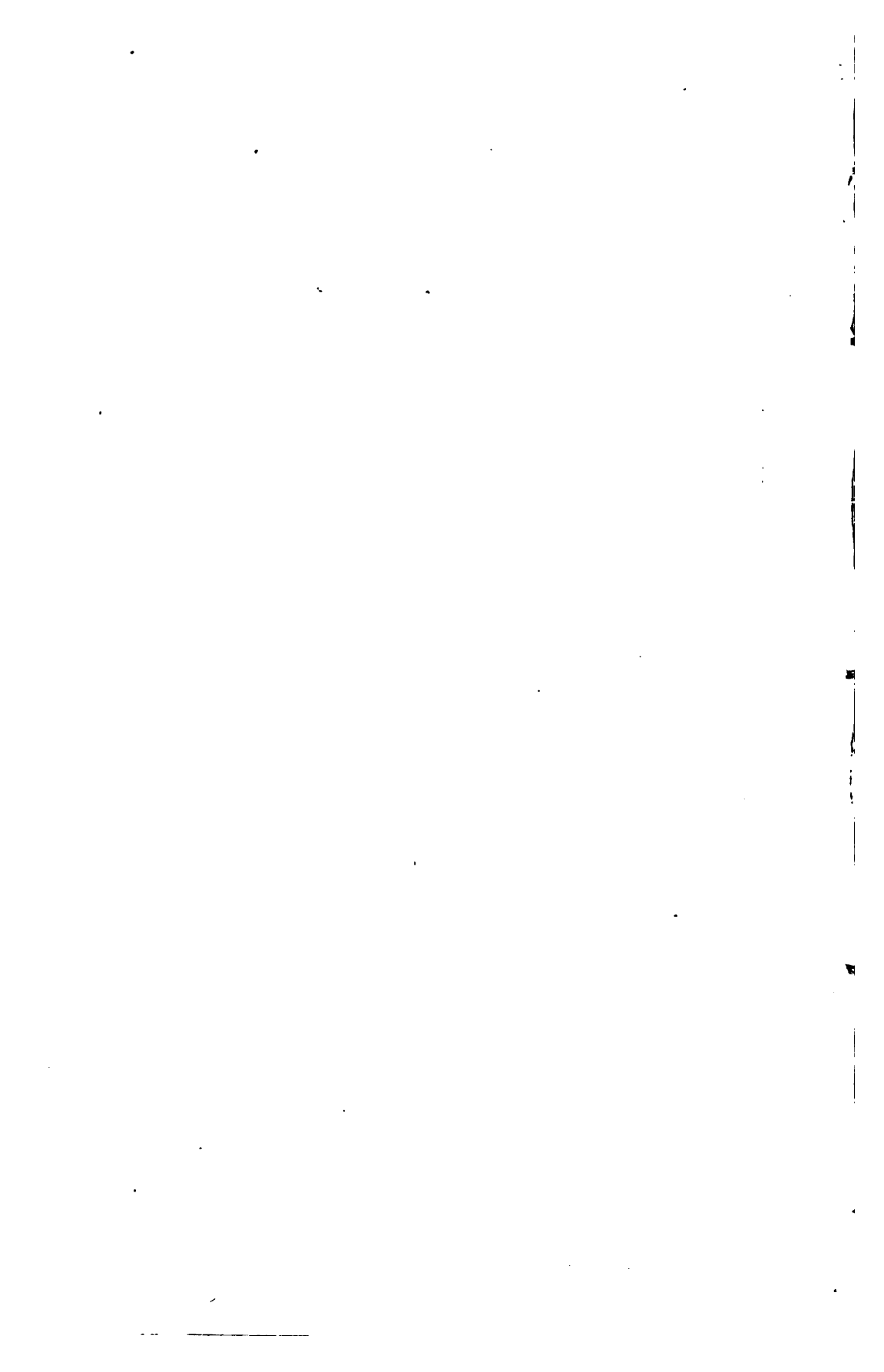


PLATE 103—CLUBHOUSE FOR EMPLOYEES
MARYLAND STEEL COMPANY



worship on lots donated by the company. A free kindergarten (Plate 101) was opened at Sparrow Point in 1892. Another department of the public school system is the manual training school, in which more than 160 boys are learning the rudiments of mechanical work and drawing. There is also a school of domestic science, with sewing and cooking classes for the girls. A spacious clubhouse (Plate 103) costing more than \$5,000 and furnished throughout in tasteful and attractive style, provides a place for social gatherings of the employees. Several acres of woodland along the river front have been retained as a pleasure park, where rest and recreation may be enjoyed after the day's work. The town is entirely free from the demoralizing effect of the saloon, the sale of liquor not being permitted within 2 miles of the public school. The citizens constitute a self-supporting and law-abiding community, in which prosperity and contentment are prevailing characteristics.

N. O. NELSON MANUFACTURING COMPANY, LECLAIRE, ILLINOIS.

A good example of home ownership is that furnished by the village of Leclaire, which was founded in 1890 by N. O. Nelson. The village occupies a tract of land containing 125 acres, adjacent to Edwardsville, Illinois, and about 18 miles northeast of St. Louis, Missouri. Believing that nothing contributes so greatly to the welfare and contentment of the American workingman as the possession of a comfortable home, this company endeavors to provide houses for its employees on terms that put them within the reach of all who desire them. The price charged for land, including improvements, varies from \$2 to \$2.50 per front foot. To this is added 6 per cent interest, dating from 1892. The company builds the houses on plans mutually agreed upon and charges for them the cost of raw material and labor, plus the average profit made by the manufacturing business. As the firm has its own planing mills and wood-working force, the net cost of a house to the purchaser is considerably less than if bought in the usual way. Payments are made monthly, the amounts varying from \$12 to \$20, according to the price of the house, the wages of the buyer, and the size of his family. The attempt is made to provide a house for everyone desiring it and to make the payments such as he can afford. The company states that no difficulty has ever been experienced in keeping up the installments. In the event the purchaser desires to remove and dispose of his property, the company voluntarily refunds the amount paid for the house, after deducting therefrom rent for the time occupied. There is no intention to provide houses for rent, except in a few cases for temporary occupancy. These bring from \$8 to \$12 per month.

The accompanying photographs and floor plans (Plates 105 to 107) illustrate the several different types of dwellings erected by the company. It will be observed that no particular style of architecture has

been adopted but that all the houses are planned to meet the requirements of good taste, economy, and convenience. Electric lights, plumbing of the most approved type, and an abundance of pure running water are provided. Householders are charged \$5 per year for full water privileges, including sprinkling and irrigation, and 25 cents per month for lights. Nearly all of the houses are built on lots containing one-third of an acre of ground and are placed at a sufficient distance from the street to allow for ample front yards. A large steam-heated greenhouse, maintained by the company, supplies residents with plants and flowers free of charge for beautifying the grounds surrounding their homes. The winding cinder roads, bordered with spreading shade trees, the groups of ornamental shrubbery and plants, and the carefully cultivated flower beds in and about the factory grounds and parks give the place an attractiveness rarely to be found in a manufacturing community. Employees may here enjoy the advantages of a city with the freedom and economy of country life. All who wish can keep their own poultry and cow, grow their own vegetables and fruits, and yet live within easy reach of their place of employment.

Although the company spares no effort to render Leclaire an attractive place in which to live, it does not require its employees to reside there. Many have homes in the adjoining town of Edwardsville, where they constitute a most important and progressive element of the population. On the other hand, a considerable number of persons living in the village are not employed by the company, being attracted thither by the numerous advantages offered all residents.

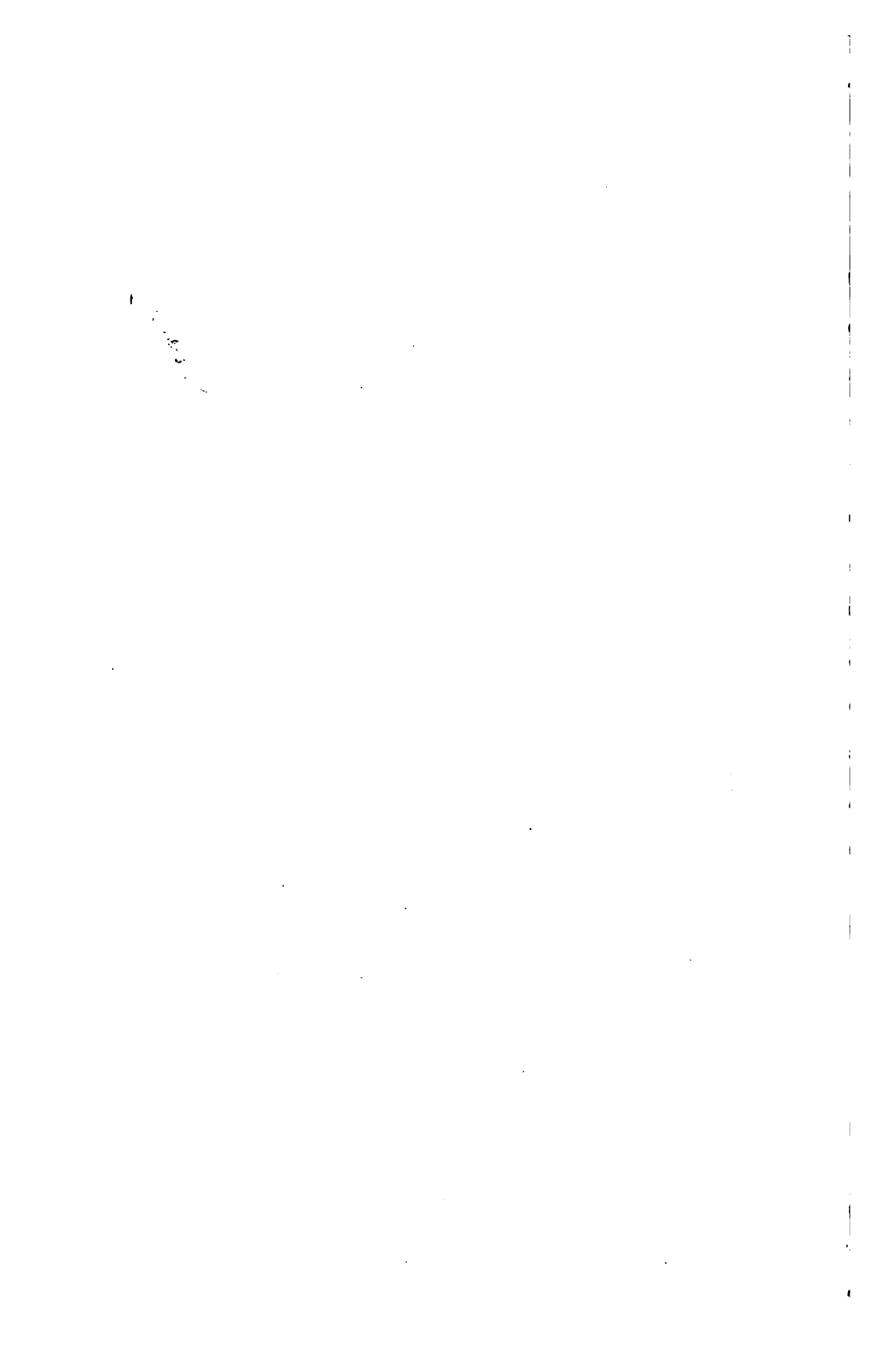
The company supports a school system which has as a fundamental principle the union of industrial training with education from books. This begins with a kindergarten, in which the children are taught among other things the cultivation of vegetables and flowers. Later a regular school course, supplemented by manual training, is introduced. The plan provides that boys 12 years of age shall be given light work for one hour each day in the factories or on the company's farm, for which service they receive adequate remuneration. As they grow older their hours of labor are increased and the time devoted to study correspondingly curtailed until the age of 18 is reached, when they are graduated from school and employed at full time and wages in the works of the company. Recently the plan has been adopted of admitting to the school a certain number of boys about 16 years of age, who perform manual work under the direction of teachers during half the day and devote the remaining time to study. These boys are charged nothing for tuition and are boarded at the company's expense. Boys and girls whose homes are in Leclaire or Edwardsville may attend the school without the payment of tuition fees. The school fund is endowed with \$10,000 of the stock of the company, and every effort is made to



PLATE 104—SCHOOL AND LIBRARY BUILDING



PLATE 105—HOUSE OWNED BY EMPLOYEE
N. O. NELSON MANUFACTURING COMPANY



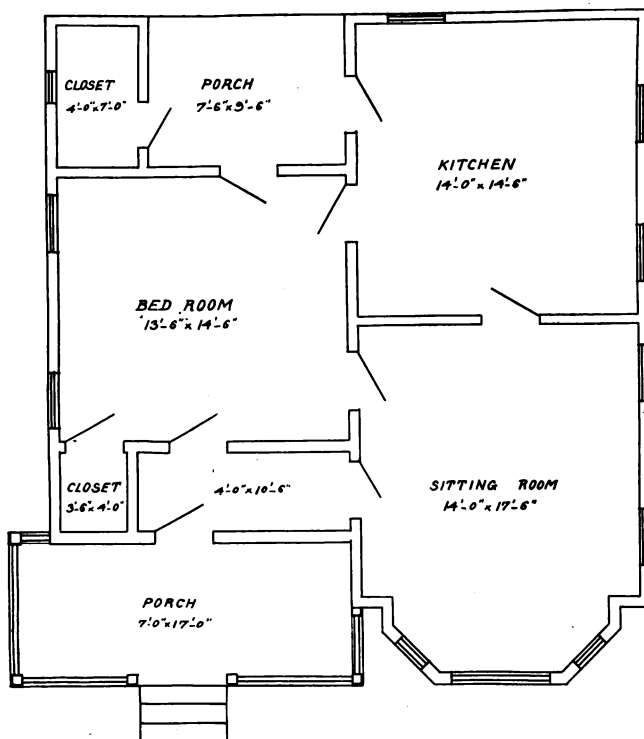


PLATE 106—HOUSE FOR EMPLOYEES, PLAN N

N. O. NELSON MANUFACTURING COMPANY

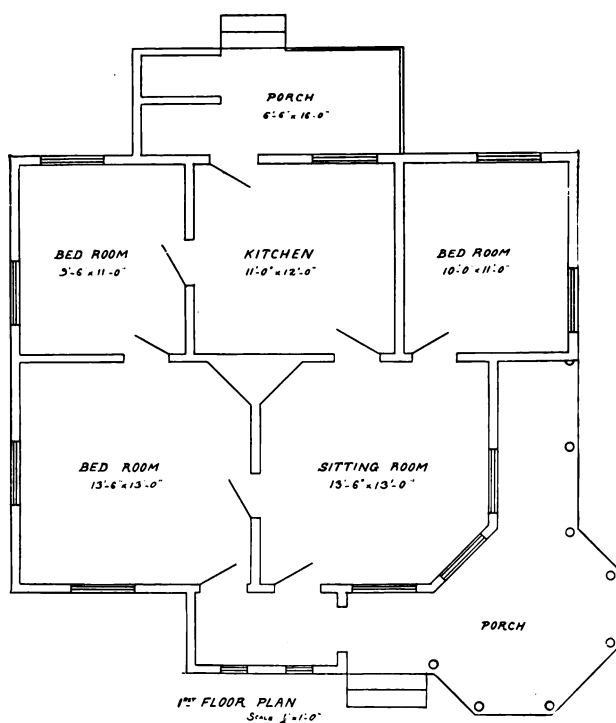


PLATE 107—HOUSE OWNED BY EMPLOYEE
N. O. NELSON MANUFACTURING COMPANY

provide training that will fit the pupil for the active prosecution of his chosen trade. The school building measures 40 by 50 feet and contains 4 large rooms and a hall (Plate 104). The rooms are separated by sliding partitions so that two or more can be thrown into a single hall for public gatherings, lectures, and other forms of entertainment. The building also houses an excellent public library of about 1,400 volumes, to which additions are constantly being made. The affairs of the school and of the library are looked after by the Leclaire School and Library Association, formed in 1894 and composed of the home-owning residents of the village.

A building formerly occupied by a club of unmarried men as a cooperative boarding establishment, and equipped with electric lights, steam heat, and other modern conveniences, has been converted into a clubhouse for meetings and other social purposes. There is also a billiard room and bowling alley, to which employees have free access. Illustrated lectures on popular subjects, concerts, and other forms of literary and social entertainment are provided at stated periods during the winter months by a literary society composed of operatives. The employees have also a well-trained band of 30 members, uniformed and otherwise aided by the company, which furnishes music on special occasions. A baseball park and a skating pond are included among the other attractions.

A profit-sharing system was adopted by the company in 1886, in pursuance of which interest was allowed on its capital at the usual commercial rate and the remaining profits were evenly divided between capital and labor, after setting aside $2\frac{1}{2}$ per cent for educational purposes and 5 per cent for a provident fund. Interest was regarded as the proper wages of capital; the educational fund was for the purpose of providing a free library, while the provident fund was to be used in caring for the families of deceased employees and for such as were incapacitated for work by reason of sickness or accident. Under this plan dividends of 8 and 10 per cent were paid for a number of years. These amounts were paid in cash or in the company's stock, according to the wish of the employee, until 1890, when the rule was adopted of issuing stock for all dividends to employees. These shares were, however, redeemed at par whenever the holder for any reason desired to leave the service of the company.

In 1894 the rules were altered so that profit-sharing dividends were allowed to only such employees as saved 10 per cent of their wages when working full time and receiving full pay and invested this amount in the company's stock. The purpose of this requirement was "to offer a substantial inducement for men when in good health and having steady employment to save something for the future, and also to make the sharing in the business profits dependent on each one doing something toward it in a direct and personal way." The plan was also

further modified by increasing the dividend paid on wages to 2 per cent as against 1 per cent on capital, and by charging the expenditures for beneficial and educational purposes directly to the expense account of the company instead of providing for them by means of a specific fund. The company states that, owing to dull times and the considerable outlays for social and industrial betterment at Leclaire, no dividends have been paid for the last six years, but that the plan has not been abandoned and that much is expected from it in the future.

As a proof that the policy adopted by this company in dealing with its employees has resulted in entire satisfaction to both parties, it is said that the affairs of the company are in a most prosperous condition, and that the employees are contented and happy, labor difficulties and disturbances being practically unknown.

NIAGARA DEVELOPMENT COMPANY, NIAGARA FALLS, NEW YORK.

Twelve photographs in the exhibit represent views of different parts of Echota, the industrial village recently created by the Niagara Development Company, at Niagara Falls, New York. Although some of these views were taken several years ago, since which time the number of dwellings in the place has about doubled, they convey a fair idea of the general style of architecture adopted by the company in the construction of its houses (Plates 108 to 112). These houses vary greatly in size and general interior arrangement, some being individual cottages, containing from five to eight rooms each, with bath and cellar, and generally heated by furnace; others being in the nature of double and three-tenement houses, the former having six rooms, with bath, furnace, and cellar, and the latter having five rooms without bath; while still others are designed to accommodate four families. Separate front and rear entrances are provided in all double and three-tenement houses, and all houses are furnished with electric lights, water, and other modern conveniences.

The lots are generally about 115 feet deep, affording ample room for yards and lawns. All houses are placed 20 feet back from the street line, the intervening space being covered with flowers and grass.

The streets are usually 50 feet in width, with a macadamized roadway of 25 feet in the center and rows of shade trees on either side.

Practically all of the dwellings, about 100 in number, are occupied by officers and employees of the Niagara Falls Power Company and of the industries located on its lands and using the power generated by it. The architecture of these houses combines a general uniformity of design with a pleasing variety in form and detail. All are painted in the colors adopted by the company (yellow and white) and present a very attractive appearance. The rentals charged by this company range, according to the size and construction of the houses, from \$9 to

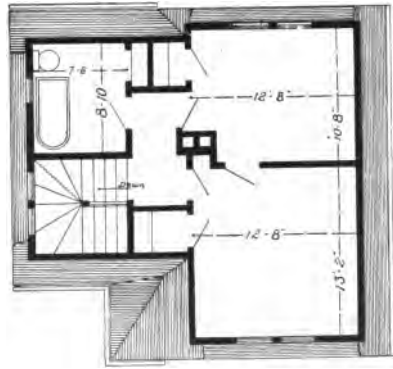
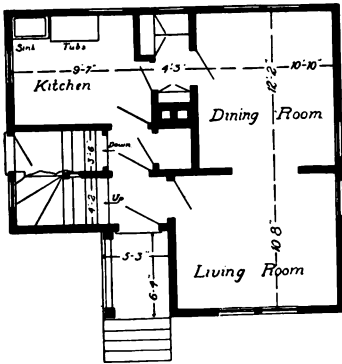


PLATE 108—HOUSE FOR EMPLOYEES, PLAN P

NIAGARA DEVELOPMENT COMPANY

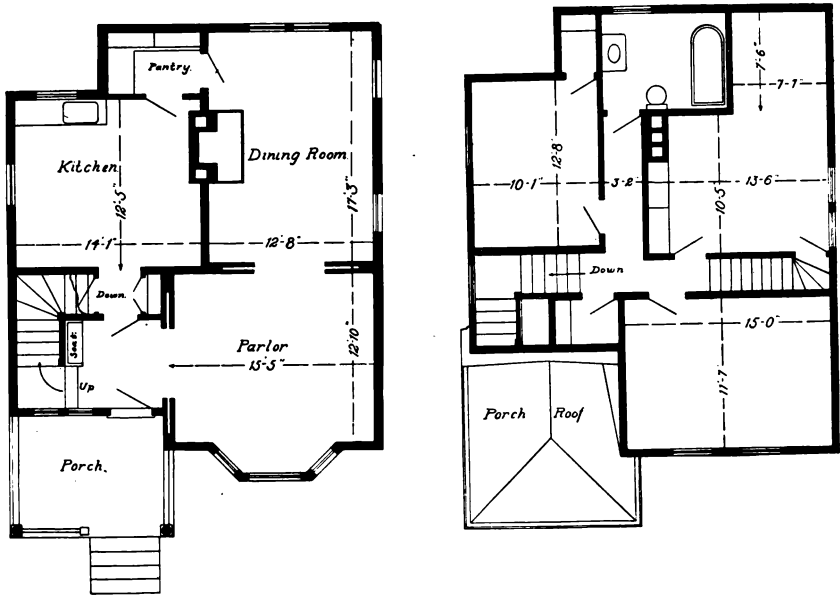
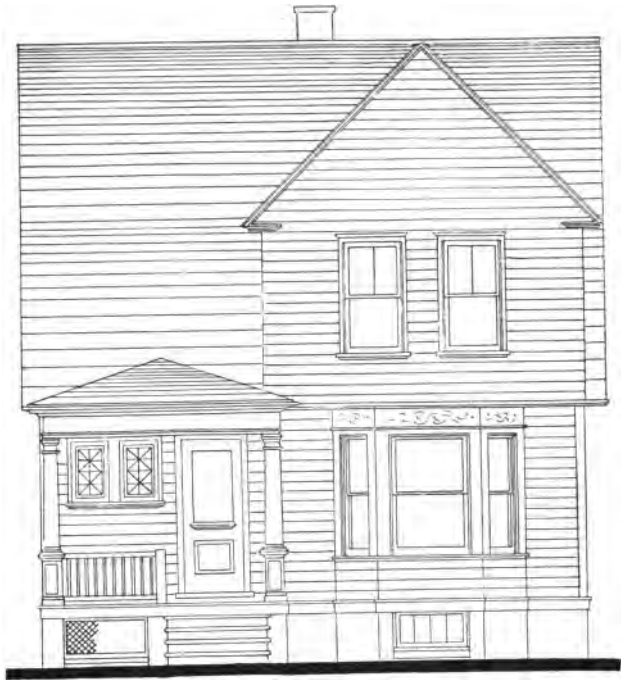
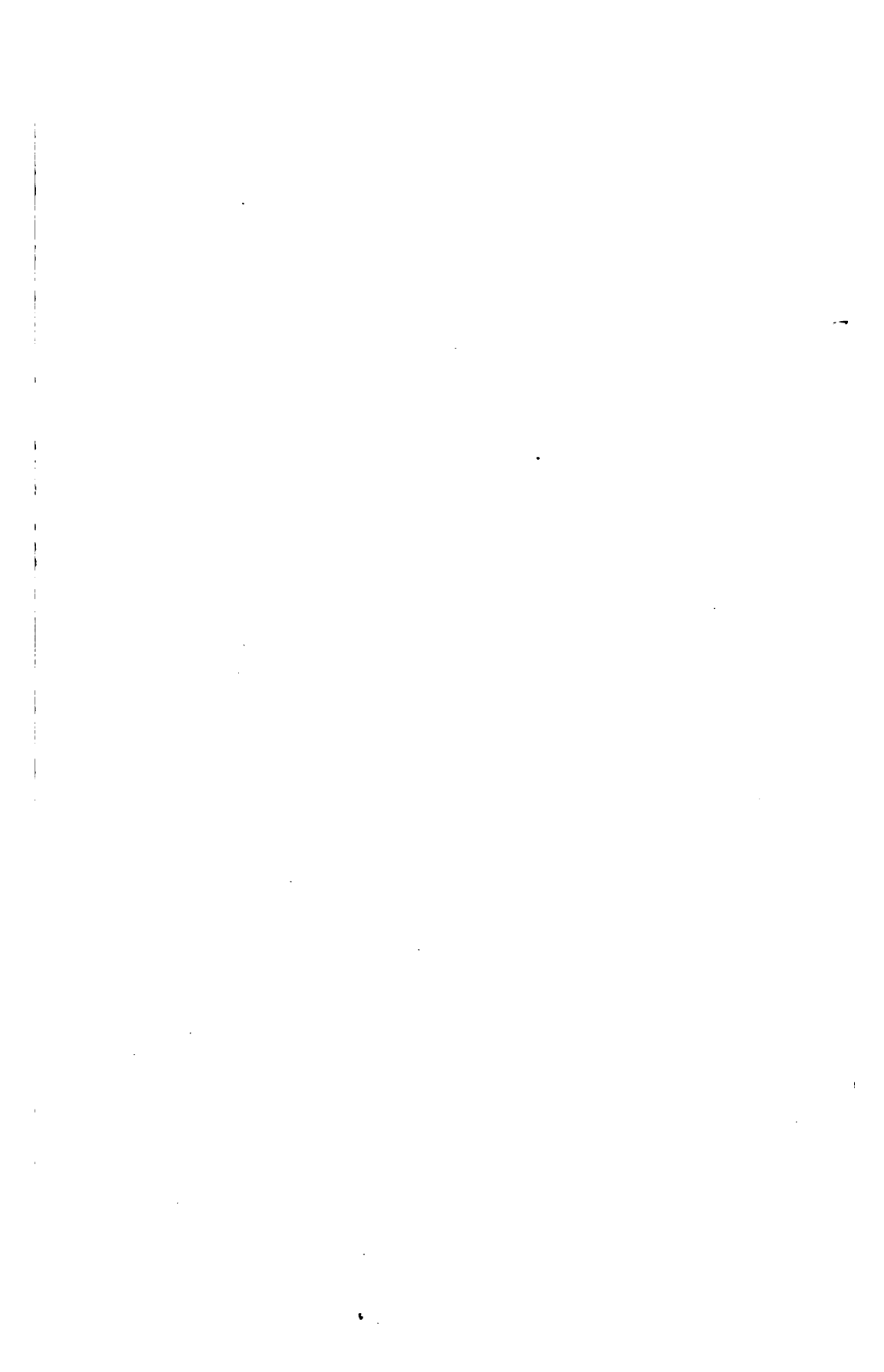


PLATE 109—HOUSE FOR EMPLOYEES, PLAN Q

NIAGARA DEVELOPMENT COMPANY



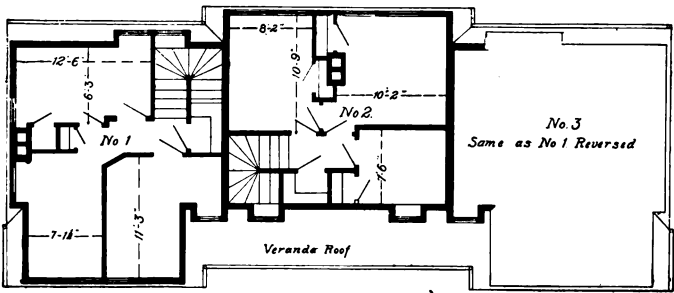
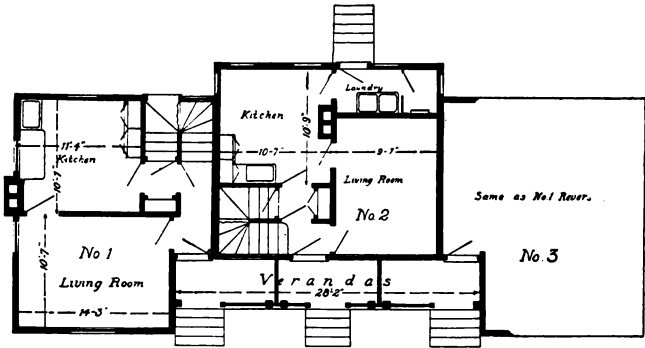


PLATE 110—HOUSE FOR EMPLOYEES, PLAN R
NIAGARA DEVELOPMENT COMPANY

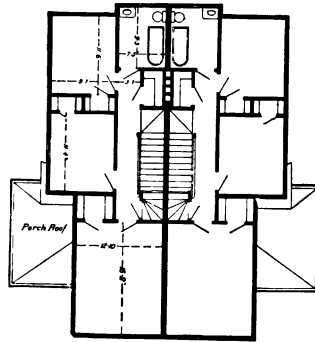
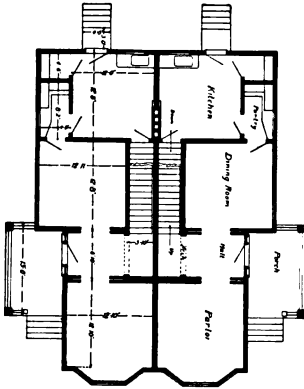


PLATE 111—HOUSE FOR EMPLOYEES, PLAN S

NIAGARA DEVELOPMENT COMPANY

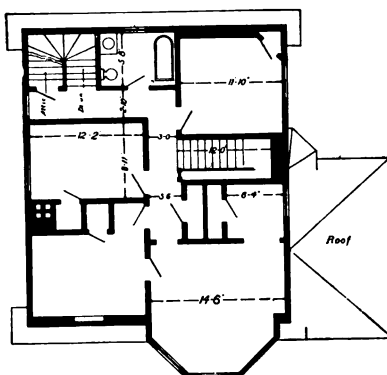
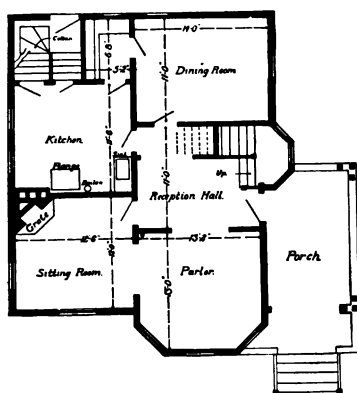


PLATE 112—HOUSE FOR EMPLOYEES, PLAN T

NIAGARA DEVELOPMENT COMPANY

\$12 for tenements in houses of two, three, and four tenements, and from \$16.50 to \$28 for houses accommodating but one family. These rentals include in all cases water, electric lights, and the care of streets and lawns.

A large building on one of the principal thoroughfares of the village contains a general store on the lower floor, while the upper story has been handsomely fitted up as a public hall, which has been placed at the service of the residents of the village.

A large brick school building has been erected in the village by the city of Niagara Falls, and the company has built an attractive railway station on the line of the New York Central and Hudson River Railroad. The company has also erected a large plant for the disposal of the village sewage. A description of the excellent drainage and sewerage system of the village may be of interest in this connection by reason of the peculiar physical conditions encountered in its construction. The following facts relating to this difficult undertaking have been taken from an article written by Mr. John Bogart, one of the consulting engineers for the Cataract Construction Company, and published in *Cassier's Magazine* for July, 1895:

The tract of land upon which the village is located contains about 84 acres and is of oblong shape, being about 3,000 feet long in a direction parallel with the Niagara River and about 1,500 feet in width. The whole area of the village, as well as that of the land between it and the river, distant about 1,000 feet at its nearest point, is very flat and slopes very slightly to the river bank. An extreme surface variation of only 4 feet was noted over the whole 84 acres of meadow land upon which the village now stands. The average level of the river is about 3 feet lower than the lower parts of the village, but the water of the river occasionally rises to very near this elevation. It was therefore impracticable to carry the drainage of these grounds to the river with sufficient fall in pipes or gutters to quickly relieve the surface from the water of rainfalls, while to conduct the requisite sub-drainage directly to the river was simply impossible. The character of the soil which consists of a few inches of surface loam overlying a stratum of hard, tenacious clay, with rock foundation, rendered the ground heavy and sticky during wet weather and dry and dusty at other times. These conditions had to be removed in order to provide for the smooth roads, grassy lawns, trees, and flower gardens contemplated in the plans. Moreover, with the coming of the colonists, ground in such condition would have proved a fertile field for the spread of malaria and kindred diseases. It was necessary also to provide an outlet for the sewage of the houses. As with the drainage a direct discharge into the river was rendered impracticable by reason of the latter's elevation. Under these circumstances a scheme was evolved by the company that has proven an entire success. The principal pipes of the drainage system follow the streets; those to convey sewage are in the alleys. The latter are at a higher elevation than the drain tiles, thus permitting house connections for sewage without disturbing the drainage system. The drain tiles are 2 inches in diameter,

being laid about 40 feet apart and from 4 to 6 feet below the surface. They have open joints, no mortar or cement being used, but around the joints is wrapped a double thickness of cheese cloth. The 2-inch tiles deliver into lines of 3-inch tiles laid in the same way and placed generally in the streets under the grass surfaces, but so disposed as to draw the water fully from the ground under and on both sides of the paved parts. The 3-inch tiles lead at frequent intervals to receiving basins in the center of the streets, from which the effluent is conducted by lines of vitrified pipes to a large masonry well located at the sewage disposal works. From the well the drainage water is pumped directly into the outlet chamber of the disposal plant, whence it passes into a small stream flowing into the Niagara River. The whole village is underlaid by this drainage system, which has completely changed the physical and sanitary conditions of the ground, it being no longer heavy and muddy after rains or dry and dusty during the warm season. The level of the ground water has been lowered fully 4 feet, which is, virtually, and for all horticultural and sanitary purposes, precisely as though the whole surface had been lifted 4 feet.

The sewerage system is entirely separate and takes no storm or drainage water. The pipes, whose minimum diameter is 6 inches, have cemented joints and are flushed automatically at regular periods. Through them the sewage is conducted to a compartment of the well already mentioned, whence it is pumped into an elongated tank or disposition chamber so arranged as to insure a very slow passage of the fluid. Here it is treated automatically, by the action of float valves, with milk of lime and a solution of perchloride of iron. Sedimentation and precipitation of the solids follow, floating substances being intercepted by screens. Chlorine is delivered through perforated pipes near the bottom of the tank. When a certain quantity of the purified fluid has passed over a weir into a terminal tank, it flows, by siphonage, into the effluent chamber, from which, with the drainage water, it enters the stream. A second set of chambers is provided so that, while one set is in use, the deposited material in the other may be removed by a system of traveling buckets for use upon the cultivated grounds of the company. The building which shelters the well, the pumps, and the deposition chambers also contains the dynamo for the electric-light service of the village.

Recently the city of Niagara Falls has extended its tunnel trunk sewer to a point in Echota, and arrangements are now being made to connect the sewerage and drainage system of this district with this trunk sewer, which will obviate the further necessity of pumping and treating the sewage of the village. This tunnel sewer discharges at the lower river level below the falls.

Mr. Bogart states in his article that—

It is the intention of the company, as soon as the character of the settlement is firmly established, to give its tenants an opportunity to purchase their homes on easy terms, thus avoiding the evils which have at times resulted from the too positive application of the proprietary system.

PEACEDALE MANUFACTURING COMPANY, PEACEDALE, RHODE ISLAND.

The Peacedale Manufacturing Company is one of the oldest manufacturing institutions in the United States, having been founded in 1801 and incorporated in 1848. Shortly after the date of its incorporation the company began its first specific efforts in the way of the betterment of conditions among its employees. The exhibit, so far as it relates to this company, consists of photographs of a number of the houses built by the company for rental to its employees (Plate 113) and also photographs of houses owned by employees (Plate 114), and of the Hazard Memorial Hall (Plate 115) in which most of the village societies are housed. The company tenements are plain, well-built, comfortable houses, and though not especially modern in design, are always kept in excellent repair.

Among the houses illustrated one very attractive cottage of 8 rooms, surrounded by trees and shrubbery, rents for \$8.33 per month. Another eight-room cottage in a very desirable location rents for \$12.50 per month. Cottages of 7 rooms rent for sums ranging from \$7.50 to \$10 per month. Another class of houses contains two and three tenements of varying sizes. The tenements in the two-tenement houses contain from 6 to 11 rooms each, and rent for from \$4.42 to \$11 per month according to location, etc., while the tenements in the three-tenement houses contain from 3 to 8 rooms each and rent for from \$3.45 to \$6.92 per month. A number of very attractive homes have also been built by employees of the company.

The following excellent account of the various societies and organizations instituted among the employees and other features contributing to their social betterment has been furnished by Mr. William C. Greene, the treasurer of the company:

The village organizations of Peacedale are not generally in the hands of the manufacturing company as such, but have been in most cases started and to a great extent carried along by the owners of that property. The fact that the stockholders of the corporation have always lived here and been a part of the village life itself has proved a valuable item in the growth of the place. As early as 1854 the village children were taught singing on a week-day afternoon, and gathered into Sunday school on Sunday by one of the mill owners and his wife. In 1856 a building was put up with accommodation for the library founded some two years earlier, a reading room, and a hall in which a church was organized. These rooms were used until 1872, when the church was built, and till 1891, when the library was moved to its present quarters. Most of the organizations named below are thus village rather than company matters, but at the same time the company, its owners, and employees practically make up the village.

The Hazard Memorial at present harbors most of these organizations. The building was erected in 1891 to the memory of Rowland Gibson Hazard. It contains a library, which now holds about 10,000 volumes, a hall seating 600 people, several class rooms, a gymnasium,

etc. The building, of stone and wood, is an important part of the village architecture, and was deeded by the sons of Mr. Hazard to trustees to hold in perpetuity for the use of the whole community. The hall is not let to any traveling show or organization and for no entertainments that are not considered by the trustees to be for the better interests of the village. The rental to such people as can hire it is nominal. It is used for fairs, concerts that are gotten up for special town purposes, etc. Its cost was between \$40,000 and \$50,000.

The library is carried on in the interests of the whole town and is managed by a board of directors that represent the different villages. It is used principally by Peacedale and Wakefield, and in the summer is drawn upon by Narragansett Pier and other near-by summer resorts. It is entirely free. It has not only the library proper, but a reading room, which is open during the season until 8 o'clock every night. The library has funds that have been given to it from time to time, and is supported by them and contributions from various interested people. The town has once or twice made an appropriation to buy books, and the State contributes an annual sum for the same purpose.

The choral society was organized some fifteen years ago, and has grown to be one of the leading features of Peacedale. A conductor, Dr. Jules Jordan, comes down from Providence once a week during the season, and there is a chorus of 75 to 100 voices who make up the membership of the society. They give three concerts each year, and have done some fine music, as "The Creation," "The Messiah," "The Elijah," Rossini's "Stabat Mater," Sullivan's "Golden Legend," and about 100 other works. This choral society has not only helped the village in itself, by giving concerts and affording the singers of the place an opportunity, but it has an indirect value in developing the local musical talent, as shown in an excellent church choir, and especially in another feature of Peacedale which we will call the "Sunday musics." The choral society is formally organized, has a president, treasurer, board of directors, etc., and the members pay \$3 each per annum. There is an admission fee to the concerts, but the whole sum realized from these sources is not sufficient to carry on the work, and the deficiency is made up by the owners of the mill property.

A few years ago the "Sunday musics" were begun by Miss Hazard and her sister, who simply went into the hall on a Sunday afternoon and played and sang for fifteen or twenty minutes, while a few people from the outside straggled in. From that it has grown to be an informal concert each Sunday afternoon for the season, from Christmas until Easter. The several Sundays during the time are allotted to musical people in the village and town, and each one gets up a programme that will take from half an hour to an hour. The music is not wholly sacred. The concerts are attractive to the people of the village and town, who come in large numbers, and the hall very frequently contains from two hundred and fifty to five or six hundred people on a pleasant Sunday afternoon. The musicians are almost entirely local, though once in a while we have some first-class performer from the outside. There is no formal organization, and no charge of any sort connected with this work.

The boys' room was started about eight years ago, and is simply arranged. The membership is confined to boys under 16, and made up almost wholly of sons of mill men. The club numbers from 50 to 100. They come to the Memorial building at 7 o'clock each Friday evening,



PLATE 113—HOUSES FOR EMPLOYEES
PEACEDALE MANUFACTURING COMPANY



PLATE 114—HOUSES OWNED BY EMPLOYEES



PLATE 115—HAZARD MEMORIAL BUILDING
PEACEDALE MANUFACTURING COMPANY



and are first given military drill, and then amused with table games like checkers, etc., and also have a chance at light gymnastics and shooting with a rifle. They go home at half past 8. There is no charge of any sort in connection with this organization.

In the basement of the Memorial building there is the gymnasium used by the boys' club as above, several bath and dressing rooms, and a room utilized by the young men as a smoking and reading room. For the privileges of the gymnasium, baths, and reading rooms, etc., the members each pay \$2.50 per annum. There are a few magazines and papers taken regularly for this club and others supplied from the library upstairs. The work is under the charge of the superintendent of the building, who maintains order, collects dues, etc.

The village supports a literary society which meets every two weeks during the season extending from October to May. It is regularly organized with a president, secretary, treasurer, etc., and was begun a good many years ago. The entertainments are not wholly of a literary character. They are largely contributed by local talent, and consist of lectures, concerts, dramatic performances, light operas, etc. Lecturers are frequently hired from outside, and one concert of the choral society is included as a regular number in the literary society's course. One night a year is given up to the issuing of a number of the South County Magazine, so called, which is rather a unique production. Though called a magazine, it is in manuscript, and read to the meeting and illustrated by living pictures, tableaux, drawings, etc. The membership consists of all those who buy season tickets, and the charges amount to about 15 cents per night.

In the Memorial building several local circles of the King's Daughters society, which are branches of the regular organization of that name, hold their meetings. About 150 women and girls belong to these circles, and sewing, both making and mending garments, knitting, etc., is done. One circle owns a sick-room outfit, bedside table, rolling chair, and other articles of use in sickness, which are loaned as occasion requires, and these circles look after the needy and suffering, if any there may be, in the village.

There is also maintained in the village what is called the "Neighborhood Guild." This conducts, under the care of a competent teacher, several classes each day in sewing, cooking, home nursing, etc. A nominal fee is charged for instruction in each of these branches, and the work is proving very successful.

A class in carpentry is also taught once a week by a competent man, and for this service also a nominal fee is asked.

These several societies afford an opportunity for much useful and pleasant work. They tie the village together, and tend to raise the general level of the place, and on the whole appear worth while in the minds of those who have given this work their time and attention for many years past. The owners of the property feel that the efforts which they have made, extending now over a long series of years, have aided in bringing about a cordial feeling among all parties who work for the company, and in raising the general morale of the village. Certainly Peacedale has a body of very efficient and steady help, and the changes among the employees are few. A number of families have been here for several generations, and the company has never experienced any serious labor difficulties.

PELZER MANUFACTURING COMPANY, PELZER, SOUTH CAROLINA.

The four mills operated by this company, with 110,000 spindles and a full complement of looms, constitute one of the largest cotton manufacturing plants in the South. The number of employees approximates 2,800, all of whom reside in houses which are the property of the mill corporation. These cottages, of which there are about 1,000 in the place, contain an average of four rooms each (Plate 116). The main rooms are usually 16 feet square, while the back or shed rooms measure about 14 by 16 feet. The yards are ornamented with flowers and shrubs and each house is provided with a plat of ground sufficiently large for gardening purposes. Tenants are required to keep their premises in good, clean condition, and prizes are offered by the company for the most attractive looking cottages and yards.

Water is supplied to employees free of charge and a large tract of meadow land is set apart for the pasturing of cows. All sanitary and street work is paid for by the company, which spares no effort to render life in the village pleasant and attractive to its inhabitants.

The rental of the houses has been fixed at the remarkably low price of 50 cents per room per month, or \$2 for an ordinary cottage. This rate, it is stated, is barely sufficient to pay taxes and repairs and yields the company no return whatever on the money invested. While it is true that these dwellings are far inferior in construction to those of a representative industrial community in the North, at the same time it is claimed that they are amply sufficient to meet the requirements of those who occupy them, the mild climate and somewhat primitive methods of life prevailing in this section rendering more elaborate housing facilities unnecessary.

The town of Pelzer, in which the factories are located, contains a population of about 6,000 persons, all of whom are more or less dependent for their livelihood upon the mills. The town is not incorporated, but is held as private property by the mill corporation, which owns every house and every foot of land in the place. No home ownership is allowed, the policy of the company being one of absolute industrial control, coupled with a large regard for the general welfare of its employees. There are five churches in the place, neat and commodious in construction, which are well attended by the operatives. In the matter of providing educational facilities for its employees the company has taken an advanced position. Two well-equipped schools, with kindergarten departments annexed, are maintained (Plate 117). These are open ten months in the year and are absolutely free to all residents of the place. There are also night classes for those whose work prevents their attending the day sessions. As a condition of obtaining employment in the mills, parents are required



PLATE 116—HOUSE FOR EMPLOYEES



PLATE 117—SCHOOLHOUSES
PELZER MANUFACTURING COMPANY

to sign an agreement in which this clause is inserted: "I do agree that all children, members of my family, between the ages of 5 and 12 years, shall enter the school maintained by said company at Pelzer, and shall attend every school day during the school session, unless prevented by sickness or other unavoidable causes." In addition to this each child who attends school a month without absence receives a prize of 10 cents. About \$50 a month is thus expended. When it is remembered that there is no compulsory school law in South Carolina, and that the length of the public school term is not more than four months per year, the comparative educational advantages offered at Pelzer appear very great. As an evidence of the great good being accomplished by these schools, it may be said that when they were first started probably 75 per cent of the adult population of the place could not read or write. Now this percentage has been reduced to 15 or 20, and the illiterates are chiefly newcomers from the rural districts near by. About \$5,000 is expended annually by the company in the maintenance of the schools.

The corporation has also established a circulating library containing 6,000 volumes of approved standard literature. This library is installed in a building known as "The Lyceum," which is fitted up in a very tasteful and attractive manner. The main apartment of the building has been set aside as a reading room for women and in addition to the books contains about twenty-five of the leading newspapers and periodicals. Another room is reserved for the use of men, while a third room is furnished with tables and other facilities for carrying on social games. The library is open every evening from 6 o'clock until half past 10 and all day on Sunday. No charge whatever is made for its use. The company also provides a course of free lectures on history and travel, accompanied by stereopticon illustrations, which has proved of great educational value. Athletics and outdoor sports are given special encouragement. The employees have organized several baseball teams which have been uniformed and otherwise aided by the company. A fine bicycle race track is kept up, upon which the members of the Smyth Wheel Club give exhibitions of fancy riding and compete for prizes offered by the company. The Smyth Rifles, also named in honor of the president of the corporation, possess the distinction of being the only military organization in any of the South Carolina mills. This company is composed entirely of young men operatives and is a part of the regular State militia. There is also a brass band fully equipped with fine instruments and numbering 36 members which constitutes the band of the regiment to which the company belongs. These organizations participate in the annual encampment of the State forces and are assisted by the corporation in all necessary ways.

A savings bank is conducted by officers of the company, in which employees are encouraged to deposit their surplus earnings, receiving interest thereon at the rate of 1 per cent per quarter.

There are no company stores at Pelzer. Beyond owning the buildings occupied by the several mercantile firms doing business in the place, the mill management has no connection whatever with them. The largest of these concerns is a stock company, with a paid-up capital of \$25,000, whose shares, of the value of \$25 each, are nearly all owned by the factory operatives, who elect a manager to conduct the business. This establishment is in a most prosperous condition, and substantial dividends are paid to shareholders at regular periods.

In thus making provision for the well-being and happiness of their employees, the officers of the Pelzer Manufacturing Company believe that they are putting their capital where it will yield them the very best returns possible, at the same time fulfilling the duty incumbent upon them as employers to assist their working people to better things by supplying them with such means for the betterment of their condition as they could not otherwise enjoy. As a result of this policy the most friendly relations exist between the company and its employees, no labor difficulties having occurred in the factory since its establishment in 1881.

PLYMOUTH CORDAGE COMPANY, NORTH PLYMOUTH, MASSACHUSETTS.

An extremely interesting and complete account of the work of this company along the lines of general betterment is available through the courtesy of Mr. G. F. Holmes, its treasurer, who has also contributed largely to the interest of the exhibit of the Bureau of Labor by furnishing a number of excellent photographs illustrating the housing and other betterment work of the company.

The Plymouth Cordage Company is situated at North Plymouth, about 2 miles from the old historic town of Plymouth, and has many natural advantages for the development of industrial betterment. Mr. Holmes states that—

The officers of the company saw these advantages several years ago and determined to start upon a plan for the development of the surroundings. Not only did they consider the development of the property, but also the development of those who were employed by them, who were giving them most of their time in the mill and were unable to partake of the slight advantages that then existed for the development of their physical and mental activity. There was a decided lack of social life here, there being nothing to create interest outside of the mill life, which is necessarily narrowing. It was our desire to change these conditions of our employees, to educate them, to teach the boys and girls to help themselves, to direct them, through a library, to the higher education, to show them how to better their surroundings and appreciate them. As many of the employees are foreigners it is our

desire to educate them in American ways of doing things, with the hope of making them better citizens and bettering their condition at the same time.

Beginning with the development of these ideas, naturally the first place that we looked into and changed was the mill where the employees spent most of their time. In the construction of a new mill which was at that time in process of building, their surroundings, comfort, and health were carefully considered. The best sanitary appliances were put in and all toilet rooms were finished with asphalt floors; the side walls were lined with white enamel brick, all plumbing being exposed, which gave us a toilet room that was easily kept clean. With good sanitary conditions the next point was that of fresh air. A modern system of ventilation was installed. Through this system the air is taken from outdoors by large fans, and, in winter, is forced over coils of steam piping. After becoming heated the air is forced through ducts to the different floors above. The windows are dropped at the top and the bad air has a chance to get out, thus making a complete system of ventilation. During the summer months the air is taken from outdoors by the same system, but of course it does not pass over steam pipes. The mill thus ventilated in summer is from 3° to 4° cooler than our No. 1 mill, where the system is not installed. In rooms where dust or fumes accrue they are removed by a system of exhaust fans that help materially to keep the air clean and pure. The girls' work is made as comfortable as possible for them, and they are allowed stools which they may use when they are tired or when the character of the work does not necessitate their standing. The drinking water is obtained from springs situated about the mills, and every precaution is taken to have it free from any pollution, tests being made at intervals to guard against any chances of sickness.

The old dirt roads that once surrounded the mills have been replaced by macadam roads, lawns have been created, shrubbery planted, vines started around the mills, and the whole appearance changed. It was interesting to see, after the development had started, the exact influence created. It was, however, as we expected it would be. The employees took home with them the lessons we were endeavoring to teach. They started to fix up their own grounds; walks that had never seen the edging knife were edged, and lawns were carefully cut, which at once began to lend an entirely different character to the homes of the employees.

The company at this time possessed several tenement houses, which contained groups of four and eight tenements under one roof. These tenements contained a living room 9 feet 11 inches by 12 feet 1 inch; kitchen, 13 feet 8 inches by 14 feet 5 inches with entry 5 feet 7 inches by 9 feet 6 inches; two rooms, 12 feet 1 inch by 15 feet and 14 feet 5 inches by 15 feet, both with large closets. The houses were situated within 5 feet of the road, allowing only a small front yard. Each house was allotted a garden, where, during the summer, the employees could raise their own vegetables. The only plumbing in these houses consisted of one sink situated in the small entry. The rent was from \$1.50 to \$1.75 per week. With the building of the new houses the old type was discarded, and on the new tract of land which was purchased lots were laid off about 100 feet wide, and 150 feet deep. Two-family houses were then planned and built along more modern lines, the

cottage effect being borne in mind as much as possible. These houses are illustrated by the photographs and plans annexed (Plates 118 and 119). A glance will show that these are far more picturesque than the old ones, and lend themselves to more individual treatment. They contain on the first floor, kitchen, 13 feet 2 inches by 16 feet 6 inches; parlor, 10 feet by 12 feet 6 inches; dining room, 11 feet 1 inch by 12 feet 3 inches, and bathroom, 5 feet by 7 feet. Upstairs, one type has four bedrooms, another three, and another two. These houses are situated about 30 feet from the road, giving them sufficient lawn in front, which lends itself to adornment with flower beds or shrubbery. In the rear is the garden and also hen yards, with ample space for the clothes yard. They are built of wood, and shingled, and range in rental price from \$1.90 to \$2.50 a week per tenement. We are at present building a few houses along these lines, which we can rent at about the same price as the old tenement blocks, \$1.50 to \$1.75.

Situated on a hill overlooking the houses and the mill is the Loring Reading Room (Plate 122), which was presented to the company by Mr. Augustus P. Loring, now president of the company, as a memorial to his father, Caleb William Loring, who held the office before him, and who, at the time of his last visit to Plymouth, had expressed his desire to do something which would add to the happiness and welfare of the operatives in the mills. The library has been of great benefit to the community. This is well shown by the records of circulation and attendance. The circulation of books during 1900-1901 was 7,378; during 1901-2, 10,681, and during 1902-3, 10,869. The attendance classified as to that of adults and children during these years was as follows: 1900-1901, adults, 10,975, children, 16,386; 1901-2, adults, 12,099, children, 15,269, and 1902-3, adults, 14,344, children, 12,560. The children were allowed during the first year to come both in the afternoon and evening. In 1901-2 this was changed, the children being allowed only in the afternoon. This accounts for the increase in adult attendance and decrease in children. The library contains about 4,000 volumes of fiction, history, and travel, and is in charge of a trained librarian and assistant. The librarian spends part of the time visiting the people and the schools to help and cooperate with them in their work. Books are sent to the sick; also, books which are not contained in the library may be procured from any other library.

As we leave the library, a little farther down the hill is situated Harris Hall, which bears the name of the partial giver of the hall, Mr. Edward K. Harris, in memory of Mr. James Harris, a director of the company and treasurer from 1834 to 1837. The building is used for a dining hall as well as for social gatherings of different kinds. About three years ago there was a call for hot coffee and tea among the men, and the company refitted a small room for a dining room, with the necessary tea and coffee urns. After a while there came a call for sandwiches, and then for dinner. It was impossible to get up a dinner in these quarters. However, a suitable place was soon found in the gift of Mr. Harris. The dining room has been established about a year, the main idea being to give a good, cheap, substantial dinner for 10 to 12 cents, with tea, coffee, pies, and cake that one could buy extra if he desired to.

Dinners taken from one week's menu are as follows:

Monday.

Pot roast, boiled potato, mashed turnip	\$0.10
Apple pie02
Cottage pudding, lemon sauce03
Doughnuts01
Rolls01
Coffee02
Tea02
Milk02

Tuesday.

Meat pie, mashed potato10
Cranberry pie02
Apple pie02
Layer cake03
Doughnuts01
Rolls01

Wednesday.

Boiled lamb, caper sauce, scalloped potato12
Cream pie03
Mince and apple pie02
Doughnuts01
Rolls01
Chocolate03

Thursday.

Boiled ham, mashed potato, macaroni10
Custard pie03
Apple pie02
Gingerbread01
Doughnuts01
Rolls01

Friday.

Baked haddock, mashed potato, scalloped onions12
Squash pie03
Cocoanut pie02
Doughnuts01
Rolls01

There is no service; the men are obliged to wait upon themselves. They buy their coffee at one place, move on to the next, buy their dinner, and then take it to their table. The dining hall contains the following rooms: On the first floor is a serving room, a large dining room for men, that will hold about 200, and leading off the main room is a smaller room for the office help. The men's toilet rooms are also situated on this floor. The lower part of the building is given up to a dining room for the girls, with rest rooms and toilet. The kitchen, cold-storage cellar, and manager's room are also situated on this floor. The material is the best of its character that we can procure. Everything is made in our own kitchen, so that we are perfectly sure of the material that goes into the food.

The total of each of the articles sold at Harris Hall during the past year is as follows: 9,539 cups of coffee, 2,414 cups of tea, 435 cups of

chocolate, 4,214 glasses of milk, 4,383 pieces of pie, 6,262 dinners, 14,747 rolls, 2,906 doughnuts, and 574 miscellaneous dishes.

The hall, with its large verandas and spacious interior, lends itself also to social functions, such as band concerts, dances, and club meetings of different kinds.

The girls in our mill formed a social club seven or eight years ago, the members then numbering between 8 and 10. The girls started up work in sewing, courses in English and Italian, and in art. From year to year the club has grown so that now there are enrolled in its membership some 80 girls, most of whom work in the mill. However, there are a few young ladies who have had the advantages of higher education who have been induced to join. They have brought in new ideas and have helped a great deal in raising the standard of the club, for they bring to bear the influence that tends to develop the character and stimulate the desire of higher ideals in life.

A small dwelling house, which is situated at the entrance to the factory, was turned into a school building. A kindergarten was started under the direction of a trained kindergartner. The first year the school contained about 23 scholars, the second year about 30. The third year we found it necessary to engage an assistant, the number then reaching 40. This winter the school has enrolled 53 scholars. The kindergarten in many ways is a great help, not only to the children but also to their mothers, for it takes the children away from the house in the busiest part of the day and gives the mother time to do her work unmolested, while the children return with new ideas and brighter faces. The teachers make visits about the houses and interest the mothers in the children's work. They also bring a little social life once a month when they have mothers' meetings at Harris Hall. The largest gathering of this kind occurs at Christmas time, when the children are given a Christmas tree. The proud mothers seated about the hall, seeing their little tots marching around the tree, singing and clapping their hands, begin to smile simultaneously with the children as their little faces beam with delight at the sparkling stars and trimmings of the tree.

The second step in the school was the addition of a sloyd department (Plate 123). A room was fitted up with ten benches. The school at first was only for the boys who worked in the mill, the other boys of the family having the advantage in the public schools. The school is carried on four evenings a week, making 40 boys enrolled in the course. Later the girls became interested in the work, so a girls' class of 10 was added, making 50 in all. In connection with this work we have established classes in basketry and the making of cane seats to chairs.

Another branch of the industrial work is the cooking school. Probably there is no branch of the school that does more real good than this. The children are allowed to attend the school at the age of 11 years. The school is held in the afternoon after the public schools, from 4 to 6 o'clock. Good, plain cooking is taught—how to make a dinner from cheap cuts of meat, the proper food to buy, and the correct combinations to use to build up the tissues of the body and brain. The making of bread, pastry, preserves, jellies, and the preparation of cereals are also touched upon. The course in cooking is three years. Generally the girls leave then and come to work in the mill.

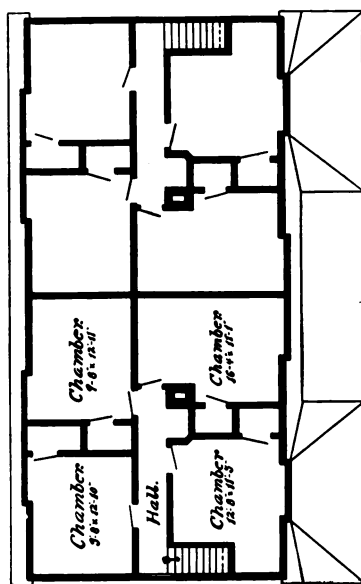
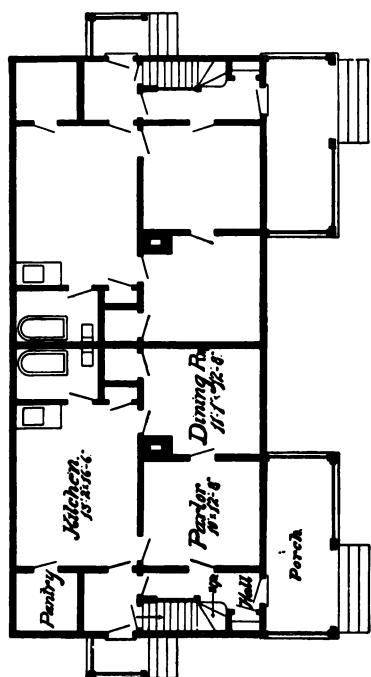


PLATE 118—HOUSE FOR EMPLOYEES, PLAN V

PLYMOUTH CORDAGE COMPANY

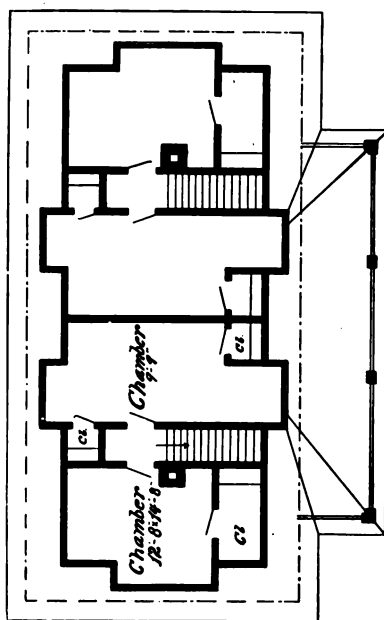
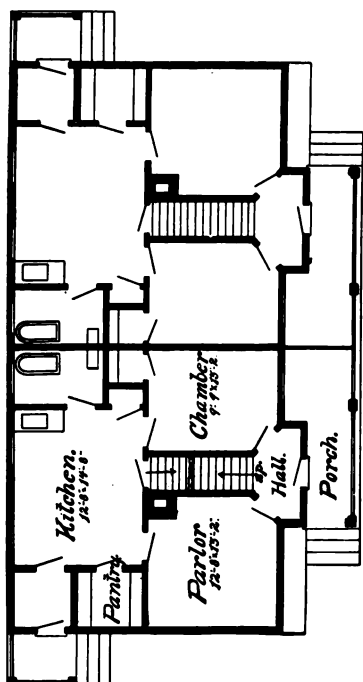


PLATE 119—HOUSE FOR EMPLOYEES, PLAN X

PLYMOUTH CORDAGE COMPANY



PLATE 120—HOUSE FOR EMPLOYEES



PLATE 121—HOUSE OWNED BY EMPLOYEE

PLYMOUTH CORDAGE COMPANY



PLATE 122—LORING READING ROOM



PLATE 123—SLOYD SCHOOL
PLYMOUTH CORDAGE COMPANY

On June 13, 1903, the directors were given a dinner at Harris Hall, the menu being as follows:

	Little Neck clams.	
	Consomme.	
Olives.	Radishes.	Salted almonds.
	Fillet of sole, tartar sauce.	
	Cucumbers.	
	Fillet of beef, mushroom sauce.	
Potato balls.		Asparagus.
	Tomato salad.	
Strawberry ice cream.		Frozen pudding.
Sponge cake.		Almond cake.
Crackers.		Cheese.
	Coffee.	

The cooking-school girls prepared most of the food and served it at the tables. The children that attend the school number about 40. If there is anyone in the community who is very ill, the children are shown how to prepare food for invalids and how to present it attractively, after which a few of the pupils carry it to those afflicted. It not only teaches them how to prepare the food, but also shows them the pleasure of doing for others.

The men who work in our machine and carpenter shops were desirous of studying mechanical drawing, and courses were started for them; also, there are several boys who have become interested in the work. The first year is given up to the fundamental principles of drawing; the second year takes up descriptive geometry and drawing of different parts of machinery; the third-year work takes up the more advanced machine work; the fourth-year work takes up elementary design. Several carpenters have taken up the course, in which case we have altered it to correspond more with their line of work. The men have benefited very much by the course, and some of them, who at the outset were unable to read a plan, can now work intelligently from one.

A band was organized about two years ago, the company furnishing the rooms to practice in and advancing the money with which to procure many of the instruments. The band plays at all baseball games that are held on the grounds and also plays morning and afternoon at our Labor Day show. During the winter months the band gives concerts every two weeks in Harris Hall, the proceeds of which are divided with several benefit societies which have been organized by the employees: The United Workers' Circle of King's Daughters, the Old Colony Mutual Benefit Association, and the German Brotherhood.

As the company is situated some distance from the town, many small groceries spring up to supply the employees with their staples of food. The company, not satisfied with existing conditions, bought out some of the stores and started a large one under the head of the employees' cooperative store. The company furnished sufficient capital to start the store along the following lines: That the company would not receive any interest on the money invested; that it should be a cooperative business entirely for the employees' benefit, they to receive their share of the profits pro rata as their accounts showed on the books.

Naturally the taking over of old stock and the starting of a new enterprise necessitates time to tell whether or not it will prove to be a success in every way. There is one thing certain, and that is they

get far better material than formerly for the same amount of money, from a clean and well-kept store. All groceries are delivered by three teams which cover the scattered territory.

Some of the company's property skirts the shore of Plymouth Bay, and here we have established a bathing beach where the employees may enjoy themselves. The slope of the land made it necessary to build it out and restrain same by a parapet wall. This, however, had its advantages, as it made a splendid playground for the children, where they could dig in the sand and enjoy the fresh breezes of the ocean without wetting their feet and dresses. It makes a splendid park in which the people may gather. On Sunday afternoons whole families may be seen enjoying themselves—the father and mother taking a dip while the little ones are busy making sand houses on the beach. On several Sundays there were from 600 to 700 people spending the afternoon watching the bathers as they dove and swam about. There are two bath houses, one for the men and boys and the other for the women and the girls. The company furnishes suits for the bathers at the low rental of 1 cent per suit; also towels at 1 cent each. Suits are also on sale at wholesale prices. The bath houses are in charge of an experienced man, who teaches the boys and girls to swim, dive, and float. During the last two summers there have been more than 9,000 baths taken. One generally finds the beach lined with young people every afternoon, except Saturday.

On Saturday afternoon the interest of the crowd centers around the ball field, which is situated back of the office building. Every Saturday afternoon, weather permitting, a game is held between our own club and a visiting team. The team has been growing stronger each year, winning the majority of the games played. Each year they have played against stronger teams, and this resulted last year in several games nearing the standard of some of the leagues. The games were witnessed by 700 to 800 people each, and are free, with the exception that they give what they think they can afford to help defray the expenses of the visiting team.

All of the baseball games, and, in fact, most of the social work is reported in a paper that is published once a month, called *The Plymouth Cordage Chronicle*. The paper is published in three languages, English, German, and Italian.

Two years ago there were courses carried on in agriculture, horticulture, and poultry, to show and educate the people in the handling of gardens, etc. There were so few that were able to take advantage of the lectures that it seemed advisable to issue them through a paper; they could then be brought out to all the people at once. This proved a success, and the whole social work was then brought before them by this medium.

All the work that is done in the schools and in the houses of the employees is in anticipation of a fair that is held on Labor Day. Labor Day, in its true sense here, brings out the work that the people have done all summer. As early as 5 o'clock in the morning the employees leave their homes with wheelbarrows, little carts, and arms filled with vegetables. It needs only a few little donkeys with packs on their backs to lend to the scene a true Italian setting of the early morning market time in Verona or Perugia. Boys and girls are running here and there to deposit their handiwork on the proper table, while the quacking of ducks or the crowing of a rooster announces the arrival

of a new poultry guest to show off his feathers in the coming competition with his neighbors. Children laden with flowers, which almost hide their tiny faces behind their blossoms as they sway back and forth in the breezes, lend a cheerful greeting as they enter the miniature fair. It requires a tent 160 feet long and 60 feet wide to cover the exhibition of vegetables, fruit, fancywork, flowers, school work, cooking, poultry, and handiwork. The company also offers prizes for vegetables and flower gardens that are kept up in the best manner during the summer, also one for the places, trees, and vines. The places are visited by a competent judge three times during the summer, and a complete record is kept. The prize winners are posted in the tent.

The fair is open on Labor Day from 12 to 6 o'clock, and also on the day following from 7 a. m. to 6 p. m. During the morning, while articles are being put to rights, the people are gathering on the ball field, which has been laid out for athletic contests which have been scheduled to begin at 9 o'clock. The Plymouth Cordage Band, of 42 pieces, starts the event moving with a band concert from 9 to 9.30. Last September there were over 5,000 people to witness the sports that began at 9.30.

Programme.

- 9.00. Band concert.
- 9.30. Running race, 18 years old and over; best two out of three, 200 yards.
- 9.35. Basket contest.
- 9.45. Fish pond, for girls.
- 9.55. Stilt race, for boys.
- 10.00. Three-legged race, 200 yards.
- 10.10. Second heat running race.
- 10.15. Half-mile foot race.
- 10.30. Sack race, 60 yards.
- 10.35. Third heat running race.
- 10.40. High jump.
- 10.45. Blindfold wheelbarrow race, for boys.
- 10.55. Hitting the dummy, for girls.
- 11.05. Relay race, Walk v. Mill, 800 yards.
- 11.30. One mile bicycle race.
- 11.35. Obstacle race.
- 11.50. Greased pole and barrel, for boys.
- 2.00. Band concert.
- 3.00. Baseball game.

In the grouping of 5,000 people the combination of colors was exceedingly interesting and varied, which lent to the scene a decidedly picturesque and unique effect. After the people had watched their friends lose or gain the coveted prizes they left their seats for an inspection of the tent. Many of the people returned in the afternoon to witness the final baseball game of the season. If we take into account the people who attended the different events during the day, the fair was witnessed by nearly 8,000 people. This shows quite a growth from the first fair that was held four years ago in a small house. One room, 12 by 14 feet, was given up to vegetables; one room, 14 by 15 feet, to poultry, and one room, 12 by 12 feet, to flowers; the attendance being about 800.

Often during the games on Labor Day, and the ball games, slight accidents are apt to happen; also, in a mill where hundreds of people are working about moving machinery the chances of accident are many, so a room was fitted up with the necessary equipment to care for such matters. But with the hospital came the question of who shor

care for it, and trained nurses were engaged to take charge of the work. Their work at present lies not only in the small hospital, but much of their time is given up to making visits to all of our employees who are sick or in need of their services, administering to them the proper care and bringing to our attention existing conditions about the places and houses that should be changed. In cases of extreme sickness one nurse gives her attention during the day and the other at night. The company furnishes the nurses with a house in close proximity to the houses and mill. During the past six months there were about 750 cases that required their attention. In many cases we have had the sincere thanks of our employees, and they all feel that it has filled a long-felt want.

Many times when acute diseases make it impossible to stem the current, and when men who have worked among us for many years are taken away, their wives and children oftentimes would be left in poverty but for the benefit societies that have been formed among the workmen and women. There are three societies that carry on this work:

The United Workers' Circle of King's Daughters, this society raising money by fairs and distributing it among those requiring assistance.

The German Brotherhood was organized the 1st day of September, 1883, with a membership of 28 men and a capital stock of \$224. The membership has increased to 72, and at date of writing the society has \$600 in the bank. The society has—

Collected from the members during the existence of the society	\$5, 566. 60
Paid out for deaths of members, 11 in number.....	655. 00
Paid out for deaths of wives of members	272. 00
Paid out for sickness.....	4, 590. 00

The Old Colony Mutual Benefit Association was organized June 27, 1878. The dues of the association are \$4 a year. This gives an accident benefit of \$4 a week for twenty weeks; also includes a death benefit of \$150.

The association has received	\$8, 863. 78
Paid out in sickness and death benefits	7, 707. 48
It has on deposit.....	1, 156. 30

If the employees are not fortunate enough to belong to these societies the men are generally ready to start a paper through the mills for their benefit.

THE JOHN B. STETSON COMPANY, PHILADELPHIA, PENNSYLVANIA.

This company, now incorporated as a joint-stock company with a capitalization of \$4,000,000, was established in January, 1865. Its product consists of high-grade fur-felt hats and its manufacturing operations include not only the making of hats but also other branches of industry connected therewith, such as the manufacture of machines for use in the factory, the weaving of silk bands and bindings, the printing of hat tips and the commercial printing of the factory, the making of paper hatboxes, the making of the block upon which the hat is formed, leather cutting, etc. From information recently secured by Mr. Frank J. Sheridan, a special agent of the Bureau of

Labor, it appears that the number of employees during 1903 aggregated over 2,400, of which over 1,900 were males and over 500 females. The number employed in 1903 was more than double that employed in 1898 (1,144) and nearly three times that employed in 1895 (945). The production likewise amounted to 102,181 dozens of hats in 1903, as against 44,492 dozens in 1898 and 37,996 dozens in 1895. It was also ascertained that steady employment has not only been offered during the past fourteen years, the term for which a record was available, but that the company has made special efforts to encourage steady and continuous work by its employees.

A very complete and comprehensive system of betterment has been in operation by this company for some years, resulting not only in better and more comfortable working and living conditions to the employees, but also in a greater personal interest of the employees in the business of the company and a correspondingly better quality of product. The forms of betterment adopted have been varied and in some respects unique, but their effectiveness and good results have been most marked. A brief description of some of the features of this work will be given in the following pages.

While this company does not build houses to rent to its employees, it has encouraged saving and home building among them in the strongest possible way. For some years it has offered to its employees as a reward for efficient service shares in a building and loan association conducted under the auspices of the company, upon which money for the purchase of homes (but for no other purpose) can be borrowed at any time. These shares, which are paid for and carried to maturity by the company without any cost whatever to the holder, are designed to take the place of extra wages and are given only to such operatives as show unusual efficiency in their work. The number of employees for whom such stock was maintained at the date of the last report was 203, the total number of shares being 1,418, and the largest number held by one person 30. Twenty-eight homes have been acquired by employees under the operation of this plan (Plate 124). In addition to these, this association, which was organized in 1879, has been the means through which 11 houses have been purchased with stock maintained by employees themselves, and 24 with old shares matured, making a total of 63 homes up to the present time secured through the medium of the building and loan association. It is stated that 15 per cent of the adult male employees of the company now own their homes, while 289 now hold shares in the association.

The Stetson savings fund was established in 1897, the purpose being to encourage operatives to save their money by making deposits in small weekly amounts. These deposits are limited to such portions of an employee's earnings as, in the opinion of the management, he

can permit to remain for his future use, \$10 being the maximum amount received from any one individual in a week. The company allows 5 per cent interest on deposits which are allowed to remain until the end of the fiscal year. If withdrawn during the year the deposit is not entitled to interest. At the time of the last report the depositors numbered 228, or about 10 per cent of the entire number of persons employed by the company. The amount on deposit, with the accrued interest, was \$17,381.90, making an average of \$76.24 for each depositor.

A system of profit sharing possessing very unique and unusual features was adopted by the company in 1902. At a meeting of the stockholders in the fall of that year it was decided to place at the disposal of the president and board of directors 5,000 shares of the increased common capital stock, of a par value of \$100 each, to be used by them for distribution among the company's employees under such terms and conditions as they deemed proper. The plan, as adopted, differs from the usual form of profit sharing in that the allotment of stock to an employee is not conditioned upon his age or upon the length of time he has been in the company's employ, nor is the amount of stock allotted to him dependent on the salary he receives. Moreover, the stock eventually becomes the absolute property of the employee without any expense to him whatever. The following statement concerning the operations of the plan has been furnished by the company:

Certificates for the allotted stock are issued in the name of five trustees, and the certificates are not transferred to the names of the individuals until the expiration of fifteen years, except in the event of the death of the employee or his severing his connection with the company.

As dividends on the allotted stock are declared and paid, each individual is credited with his proportion of the dividends less 5 per cent on the balance due on the stock at the close of the year. When the accumulation of dividends, less the interest charge, amounts to the par value of the stock, the employee is then paid the full amount of dividends that are declared each year, but, as stated above, he can not come into possession of the certificate itself until fifteen years have elapsed. The object of this provision is at once apparent—it insures a steady income for the employee so long as he is in our employ, by preventing him disposing of his stock.

The employee has the privilege of drawing from the dividends declared each year an amount equal to 5 per cent of the par value of the stock. If he avails himself of this privilege the stock is not paid for as quickly as if he were to allow all the dividends to accumulate.

In the event of death there is handed to the executors a certificate of stock of the par value of the amount that stands to the employee's credit on the books. If the employment of the individual is terminated because of his physical or mental condition preventing him discharging his duties, settlement is made in the same way as in the event of death; but if the employee is discharged for cause, there is handed him a check for the amount at that time to his credit on the books.

That the difference between paying by check and by certificate may be understood, it is necessary to state that at this time the stock is selling on the market for 177. While the market value of the stock during the year has ranged from 165 to 177, it has been allotted the employees at par—\$100 per share.

Up to the present time 3,000 shares of the common stock of the company, in lots of five shares and upward, have been distributed among employees under the terms of this plan. The number of journeymen to whom shares have been allotted is 244, and the total number of shares so allotted 1,225. As the dividends paid on the stock of the John B. Stetson Company have averaged about 17 per cent for the last several years, with a probable increase for 1903 consequent upon an increased amount of business done, it is estimated that the accumulation of dividends, less the interest charge, will equal the par value of this stock in about six years.

The beneficial fund maintained by the company is also worthy of special notice. This fund is supported by a monthly assessment of 25 cents on each adult worker, apprentices under 18 years of age paying 15 cents per month. Employees incapacitated for work by reason of illness or injury are paid \$5 a week for a period of five weeks in each year, or \$3 a week if under 18 years of age. In case of death the sum of \$100 is allotted for funeral expenses to adults and \$75 to apprentices. The report of the association for the year ending November 9, 1903, shows that during that period 382 employees received sick benefits from the fund in various amounts up to \$25, while \$2,100 was paid on 22 cases of death.

A novel feature introduced by the company in 1897 was the adoption of a system of premiums for regular and faithful work in the sizing department, where the roving habits of the workmen, many of whom were of foreign birth, had become a source of serious annoyance and inconvenience to the management. To remedy these conditions it was decided to offer to the men who worked steadily throughout the year an amount equal to 5 per cent of the total wages earned, this amount to be presented to such employees in the form of a Christmas gift. Under the operation of this plan 35 per cent of the sizers employed in 1897 remained until the end of the year. For the three succeeding years the premium was increased to 10 per cent, with the result that the number of steady workers increased from 50 to 80 per cent of the entire number. In 1901 and 1902, with 15 per cent premium paid, the percentage reached 88, while last year 92 per cent of the total force in the sizing department received 20 per cent increase on their wages as a reward for faithful service. The result of this beneficent policy has been not only to insure larger incomes to the men, and at the same time instil into their minds the principles of steady and constant application to their work, but it has also enabled the company to

calculate with greater certainty the amount of work that can be turned out of this department in a stated time. As the wages paid in the sizing department are by the piece, it is seen that from a monetary standpoint the company receives no direct return for its outlay, as might be the case were the men working by the day or by the week.

The presentation of life-insurance policies to employees is another form of reward adopted by the company. These policies are mainly on the twenty and twenty-five year endowment plan, the premiums being paid by the company, and the accumulated dividends turned over to the beneficiary when the policy becomes due. At the present time there are in force 18 policies of insurance, two of which are for \$10,000 and the remainder \$5,000 each. Since the adoption of the plan 9 policies, aggregating \$200,000, have matured.

It has long been the custom of the company to present to apprentices upon the completion of their term of service, a sum of money equal to \$1 for every week spent in the establishment, or \$208 for the full four-year period. This amount is regarded as in no way connected with their wages, but is a gift by the management to those who have faithfully fulfilled their obligations to the company. A customary feature of the Christmas celebration at the factory is the distribution of prizes among those apprentices whose work for the year has been pronounced of more than ordinary merit. These prizes vary in value from five-dollar notes to watches costing as much as \$50, special prizes of still greater value, including money and paid-up shares in the building and loan association, being awarded apprentices who have made notably good records. It is also the custom of the company on Christmas eve to present every man in its employ with a hat or a turkey and every girl with a pound of the best candy or an order for a pair of gloves, regardless of price or quality.

For the social and intellectual culture of its employees the company has erected at one end of the factory buildings a large assembly hall, capable of seating 2,000 persons, which is furnished with a grand and a parlor organ and a piano. There is also a parlor for evening social meetings. A large Sunday school, whose membership includes at times as many as 1,400 persons, meets in the assembly hall. An organization similar to the Young Men's Christian Association, known as the John B. Stetson Union, is doing much good among the male operatives. The Christian Endeavor and choral societies are both growing forces. A large library and reading room which contains 2,000 choice volumes and many of the leading newspapers and periodicals is also maintained. Books are furnished employees free of charge.

A medical department under the charge of a leading physician has been established by the company and operatives are treated at a nominal price, or gratuitously when necessary. A hospital building 75 by 102 feet and four stories in height is now being erected for this



PLATE 124—TYPICAL HOUSES PURCHASED BY EMPLOYEES WITH THE AID OF BUILDING AND LOAN ASSOCIATION STOCK GIVEN BY THE COMPANY FOR EFFICIENT WORK

J. B. STETSON COMPANY

department. The Union Mission Hospital, conducted in connection with the establishment, has been in operation some years and is fully equipped with all modern appliances.

As a result of the numerous efforts put forth by the John B. Stetson Company for the moral and material well-being of its employees, it is claimed by the management that not only has the quality and quantity of the work done in the factory greatly improved, but that there has been a substantial increase in the company's business and profits.

S. D. WARREN & CO., CUMBERLAND MILLS, MAINE.

Although most of the houses built by this company were erected a number of years ago, and consequently are lacking in some of the features possessed by more recently constructed buildings, they are, nevertheless, among the most tasteful and conveniently arranged dwellings of their class to be found anywhere. One type of house built by this company is one and one-half stories in height and is built of wood, with brick foundation (Plate 125). The interior accommodations consist of a hallway, a parlor, a dining room, and a kitchen on the first floor, and four sleeping rooms of fair size and a smaller chamber on the second floor. A porch, over which the upper story projects, occupies one corner of the house. The interior is neatly papered in attractive patterns, the floors and woodwork being finished in oil or painted. The kitchen is provided with a hinged table and a sink, and each bedroom has a large clothespress. A cellar with cemented floor serves as a storeroom for fuel and provisions. In this is located the water-closet, which connects with the sewer outside. Kerosene is used for lighting and coal and wood for heating and cooking. Garbage is deposited in a can provided for the purpose and is removed at stated periods. The exterior of the house is kept neat and attractive in appearance by the company, which also sees that the interior is in proper condition before a tenant moves in. If any changes or repairs are made while the tenant is occupying the building he must bear the expense.

The lot upon which this house stands has a frontage of 50 feet and is 100 feet in depth. The building occupies 720 square feet, leaving a considerable space at the side and rear for yard and garden. The rental is fixed at \$9.35 per month, including full water privileges. As the value of the house is estimated at \$1,500, not including the land, this is considered a very moderate return to the company on the investment. The rent is calculated on the following basis:

	Per year.
Five per cent of \$1,500 (value)	\$75. 00
Taxes	22. 00
Water	10. 00
Insurance.....	1. 50
Total	108.

The same rule is applied in determining the rental of other houses.

Another type of house, similar as to general plan and interior arrangement, but differing somewhat externally, contains two rooms on the lower floor and four chambers above. The common kitchen or living room of these houses is quite large, and they have always been quite popular with the operatives. The rental, with water, is \$8.17 per month.

A number of dwellings owned by employees of the company were built under the following conditions: Believing it better policy to encourage operatives to acquire homes of their own than to build and rent to them, the company some years ago purchased a tract of unimproved land in the vicinity of the mills, put in sewers and other improvements, laid out streets, and sold lots to employees, at a price which did not more than cover the cost of the land with its improvements. Money for the construction of houses was advanced at 4 per cent interest, building plans were furnished free of cost, and each worthy employee was given an opportunity of securing a home, even when he had nothing to offer in the way of security. Under this plan nine houses, ranging in value from \$1,500 to \$3,000, were erected, and the scheme would probably have had a much larger development but for the fact that, shortly after it was put into operation, an electric road was built through the village, connecting it with Portland a few miles away. This road had the effect of concentrating the building improvements of the village along its line and rendering the company's property, which was somewhat remote, less attractive to the operatives than it would otherwise have been.

In 1895 the company owned 96 houses, with a total estimated valuation of \$150,000. Of this number 12 contained four rooms, 8 five rooms, 30 six rooms, 39 seven rooms, 3 eight rooms, 3 nine rooms, and 1 twelve rooms each. In addition there were 2 boarding houses, with fifteen and twenty rooms, respectively, for the accommodation of unmarried employees.

These dwellings are seldom vacant, and there is practically no loss of rental. A most generous policy is observed by the company in dealing with its tenants. Ejection is never permitted. When a tenant is sick and unable to meet his payments, he is allowed to defer them until such time as may suit his convenience. Subrenting is not permitted, but tenants may receive boarders if they desire. The company states that houses for one family have given the greatest degree of satisfaction and that they are the ones most preferred by employees.

The paper mills operated by the company afford employment to about 1,000 persons, representing approximately 400 families. The larger part of these are now owners of their own homes, having been

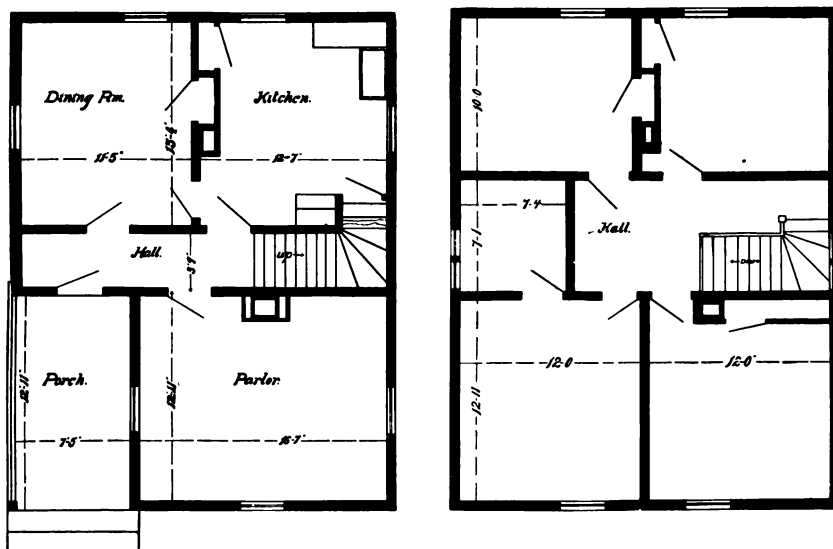


PLATE 125—HOUSE FOR EMPLOYEES, PLAN Y

S. D. WARREN & COMPANY

able to save sufficient means to build for themselves. In this they have been encouraged and helped by the company, which considers home-ownership a very important factor in promoting the welfare and contentment of the workingman.

A free library and reading room, maintained by the company, is an important educational factor in the community. This contains about 4,000 volumes of standard reading matter, in addition to which are found all the leading magazines and other publications. It is situated on the second floor of the building in which the company's offices are located, and is much frequented by the employees. The original cost of the library was about \$5,000, and some \$300 a year is required to defray running expenses. A literary society, composed of women employees, meets regularly in the library. There is also a large hall, erected by the company at a cost of nearly \$10,000, which is used for lodge and other society gatherings.

WESTINGHOUSE AIR BRAKE COMPANY, WILMERDING, PENNSYLVANIA.

The plan of providing dwellings for their employees was first adopted by this company some twelve or thirteen years ago, at the time of the removal of its factory from Allegheny to Wilmerding. A tract of unoccupied land adjoining the works was purchased, upon which the company constructed a number of houses very economically by making large contracts at cash prices. These dwellings were sold to employees at about cost and upon terms which enabled them to pay for the properties in monthly installments extending over a period of ten or fifteen years. In this way a number of houses were acquired by the better class of operatives; but the plan was afterwards abandoned, as it was found that the liberality of the terms induced purchases by persons who had not previously formed the habit of saving and who found it very difficult to keep up with their payments, especially during slack times. Under the plan now in force the purchaser of any property is required to pay about one-fifth of the purchase money in cash upon delivery of deed. He then executes a purchase-money mortgage, payable in five years, with interest payable quarterly at the rate of 5 per cent per annum. While no requirement is made, it is expected that the purchaser shall reduce the principal of the mortgage quarterly by such payments on account as he may be able to make. This plan enables him, during hard times, to keep the transaction in good shape by merely paying the interest, while, on the other hand, when good wages are earned, he can discharge such part of the principal of his mortgage as he may desire.

The houses built by this company are of excellent construction and most pleasing architectural style. The photographs shown herewith illustrate the different types of dwellings erected, while copies of

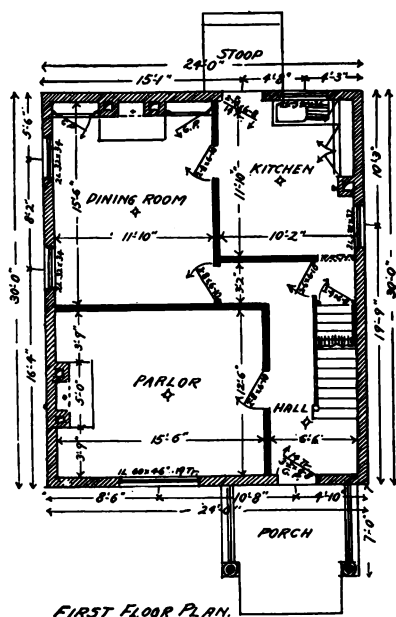
number of the building plans afford information as to their arrangement and construction. Among the best of the different classes of houses is a two-story brick dwelling, containing seven rooms, including the attic, renting for \$22 per month (Plate 126). Another class of dwellings is that built to accommodate two families (Plate 127). This is in the nature of a double house, each side having six rooms besides the attic, and renting for \$18 per month. Each tenement has a hallway, a large parlor, a dining room, and a kitchen on the first floor, while the second floor consists of three bedrooms, one 13 by 14 feet, the other two of fair size, and a well-arranged bathroom. The attic measures about 20 feet square, making a convenient place for storage purposes, while a large cellar, extending under the entire house, affords ample room below ground.

A row of brick buildings contains a number of tenements, ten in all, each having seven rooms and being provided with separate entrances, both front and rear (Plate 128). The first story contains a hallway, a living room or parlor, a kitchen, and a bathroom. On the second floor are three large bed chambers, while two more rooms are finished off in the attic. Each tenement is provided with a good cellar. The rental of these houses has been fixed by the company at \$16 per month, with the exception of those on the corners, which rent for \$18 a month.

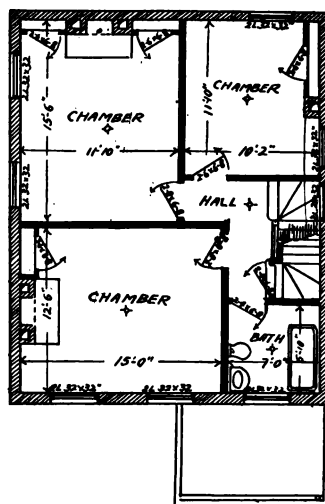
All of the foregoing houses are equipped with gas ranges for the use of natural gas, hot and cold water, porcelain-lined bath tubs, inside lavatories and electric-light fixtures. Some have gas furnaces for heating, while others have open fireplaces for gas. All have slate roofs.

The company has also built a series of cottage flats for the use of small families. These buildings, of which seven have been erected, contain ten flats of three rooms and bath on the first floor, and ten flats of four rooms and bath on the second floor, with separate entrances to each. Each is provided with a good cellar, and some of the more recently constructed ones have wide porches at the back. These flats are well constructed and have proved quite popular, the moderate rent asked putting them within the reach of many who could not pay the prices charged for the larger and more expensive houses.

A number of frame dwellings of different types have also been built at various times. These rent at prices ranging from \$14 to \$22 per month. The lots upon which these houses are located are from 30 to 40 feet in frontage and from 100 to 120 feet in depth. Practically all houses have bathrooms and a number are heated by furnace as well as by fireplaces.



FIRST FLOOR PLAN.



SECOND FLOOR PLAN.

PLATE 126—HOUSE FOR EMPLOYEES, PLAN Z

WESTINGHOUSE AIR BRAKE COMPANY



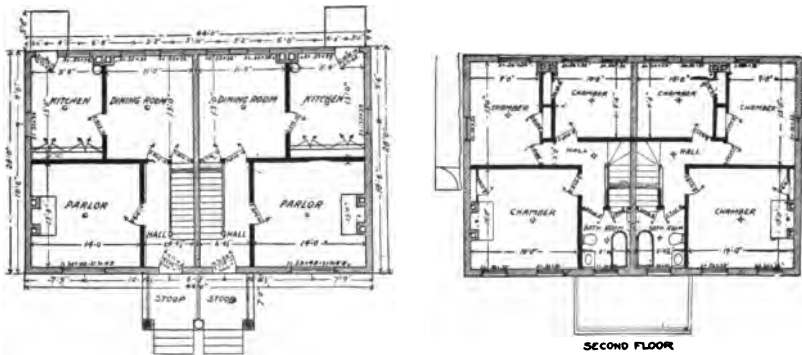
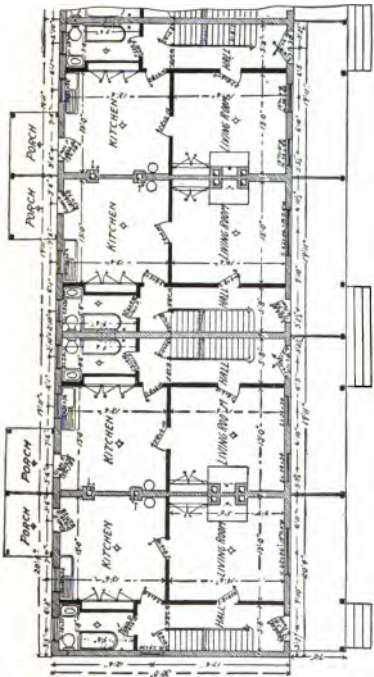
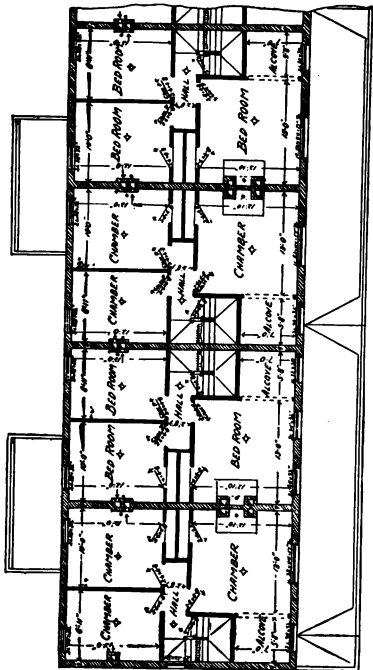


PLATE 127—HOUSE FOR EMPLOYEES, PLAN AA
WESTINGHOUSE AIR BRAKE COMPANY



FIRST FLOOR PLAN.



SECOND FLOOR PLAN.

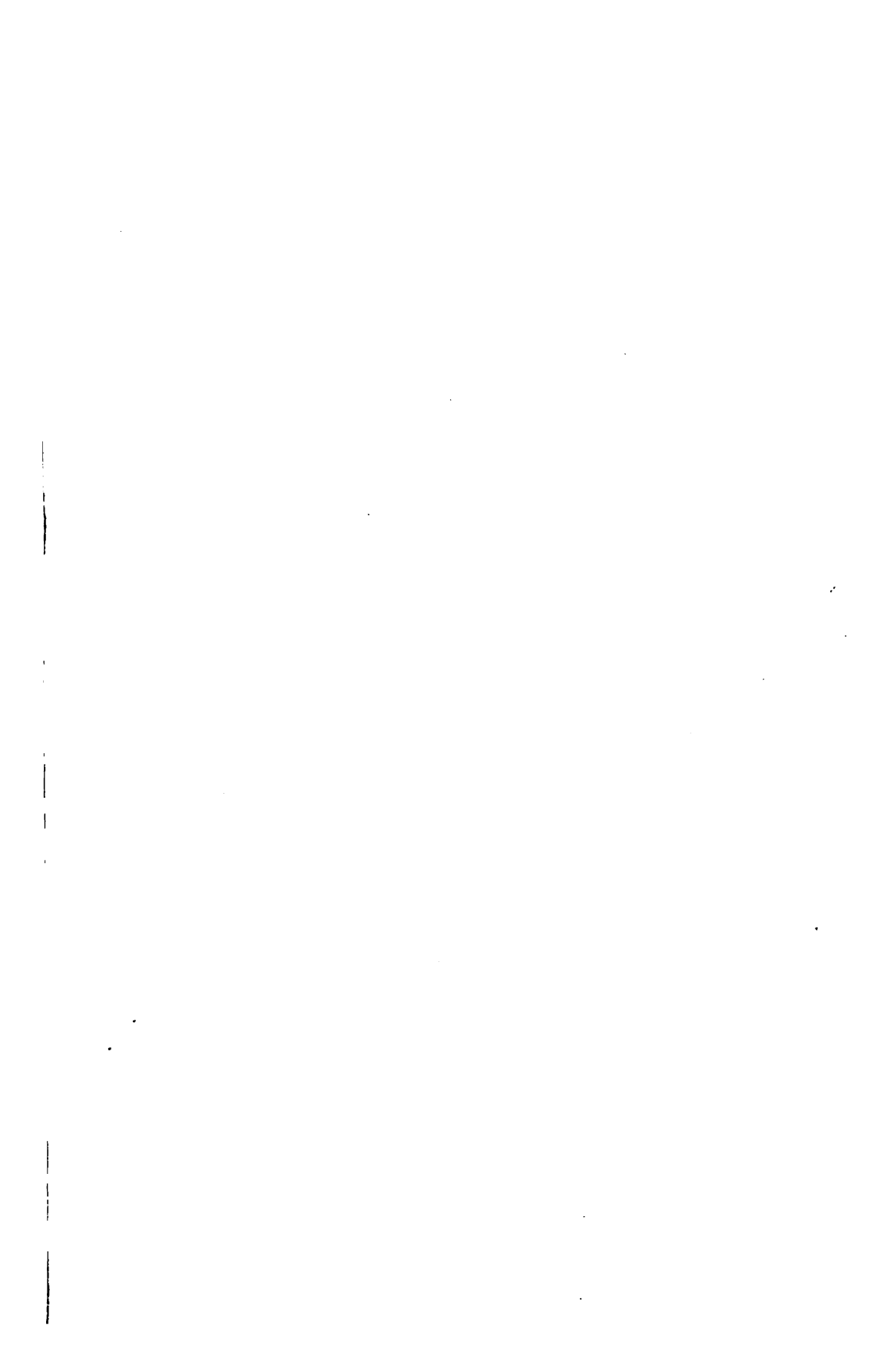
PLATE 128—HOUSES FOR EMPLOYEES, PLAN BB
WESTINGHOUSE AIR BRAKE COMPANY

In order to encourage the beautifying of homes and surroundings the company has adopted the plan of awarding prizes to those of its tenants whose yards and lawns are kept in the best condition. In 1902 the prizes offered were as follows: For ground as a whole, first prize, \$25; second, \$20; third, \$15; fourth, \$10, and three prizes of \$5 each. Special prizes: For best work in flower culture, \$10; for best work in vegetable culture, \$10; for best lawn, \$5; for best window or porch box, \$5. A number of smaller prizes were also distributed among those whom the judges decided to be worthy of them. Competition for these prizes is not restricted to the company's employees, but is open to all residents of the village in which the works are located.

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Housing of the working people in th
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